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of their agents, but they did him away before the militants the police to get the guy out or Larry still doesn't know if he w and left a note in the coin slot signal, went to make a phor knives they were carrying. He a chat with the steel tongues knew a "serious talk" would have a "serious talk" with him get him into the john so they and said they thought anoth militant supporters came up t During the trial some of E

gate and left New Orleans ear day morning, June 9, 1968. He was elected as an alternat SQUARE agreed to back Larry's in East Lansing, Michigan Convention, to be held June 1: were thinking about the SDS N Late in Spring, rads ever A HEAD FOR HARD FAC

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Left nowadays. shirts which are de rigeur on th the denim pants with faded blu mod or hippie clothes, but m tury revolutionaries, some dres medieval setting moved the 20 structed to last centuries. pus looks like an old English with massive stone building The Michigan State Universit

Kihnel was assigned to an ment with four other people, made it tough to compile his ging, he would hit an all night shop in the wee hours of the sleep on it as well. After a day could grab. He had to carry a the apartment to "sleep" (ing, and sort it all out. Then t case under his arm at all time pamphlets and anything el and stash his collection of le

sive Labor Party (Maoist) peop Socialist Workers Party and literature tables between the P There was almost a race to AT MSU: S.D.S., P.L.P. & L

This is a strategy of revolutionary rescue of Communist colonies, and dynamic defense of freedom led by private

roles. Military and diplomatic operations support them. nations, in which psychological-political operations play main We see this as an age of wars within nations, not between

Conflict Managers are supported by private citizen Patrons, through organizations called "Conflict Corporations", and through specified links with conventional institutions.

centuries. It is never humane. The development of chemical, bacterial and thermonuclear weapons has made it potentially genocidal. The Strategy of Victory stresses military conflict to deal with Communism abroad, and with police power at home. Since the Army, Navy and Air Force comprise modern

military conflict, our symbol is the triangle:

enemy with conventional kinds of violence. Although rules are often ignored, this kind of conflict is "civilized" to the extent that it has been used for tween nations it is simply called "war" or other things. Troops, sailors or airmen aim to defeat the Military Conflict. When waged within nations by soldiers this is called "Civil War", and when waged be-

This strategy can unite America to pursue peace, without the untenable alternatives of appeasement or surrender.

This strategy can unite America to fight, without the suicidal alternatives of all-out war, or the delegation of

dictatorial powers.

It can mobilize a tremendous amount of manpower against the actual adversary on the fields where he is operating,

without concentrating centralized powers in the hands of any individual or small group of individuals.

The Strategy of Liberty is designed to supplement either the Peace or Victory policy, not to replace or displace them. In fact, it is designed to be compatible with any governmental policy, short of surrender or thermonuclear suicida. Thus, it brings to bear against the total system we confront, not another total system, but rather the total power of our system—limited government and private initiative.

imize chances of liberating the Communist colonies. And, most important of all, it will stimulate revolutionary zeal and fervor, because it is based on bedrock philosophical foundations which extend beyond the present to provide answers to mankind's inherent political, social and economic problems. It has only begun to be done. And since it is in the nature This strategy will minimize risk of nuclear war; yet max-

of new ideas to be bitterly resisted, I leave the search for

vinus signs to those who read on.

CONFLICT IN THREE DIMENSIONS

are ranged together like boards in three dimensional chess. What happens on any one level can decisively influence what happens on the other two. These are the three; along with symbols for the sake of memorizing them: There are but three basic orders of conflict. All other varieties of conflict are subordinate to these three. Each of the preceding strategies—Peace, Victory, Liberty—stresses a conducted alone or independently nowadays. Instead, they different kind of conflict. Rarely is any brand of conflict

1] Parliamentary Conflict. This kind of conflict goes by names like: "Domestic politics", and "Diplomacy". It seeks to resolve differences by discussion, rather than violence. Parliamentary conflict is the most civilized and humane kind of conflict, and depends upon debate to deal with Communism at home, and abroad (through the U.N.). The rectangular Conference Table is the symbol. = PARLIAMENTARY CONFLICT

professional revolutionaries, called "Conflict Managers"

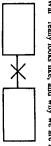
= MILITARY WAR

3] Revolutionary Conflict. Waged within nations, seldom between them, but often against them, revolutionary warfare is the most modern, least systematized, and hence, least civilized, kind of conflict. It is a "dirty game" to most Western minds. But it is -every nation, every person and word is involved. Therefore, our symbol is the circle: more humane than military war. The Strategy of Liberty stresses revolutionary conflict. The World Revolutionary War observes no boundaries or limits

= REVOLUTIONARY CONFLICT

THE PICTURE OF PERIL

In any event, a clearcut picture of the most basic of our present problems can now be drawn, using standard symbols for the three kinds of conflict. The facing page shows what the "Cold War" really looks like, and why we are losing it.



There is a diplomatic stalemate.



There is a military stalemate.



against us are millions to nearly none. There is a revolutionary rout, now going on. The odds

THREE FORMULAE FOR REVOLUTION

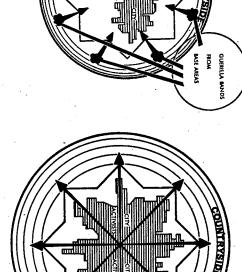
There are three basic formulae for revolution. All were invented a few hundred years ago. Revolution is a relatively recent development in history.

All of those formulae diagrammed and described on the following pages were employed in rudimentary form in the American Revolution, and are being used today by the Tyrannists against us. Tomorrow they can be employed by us against the Tyrannists, if we develop the professional competence and the competence of the second of the to do so.

AGRARIAN REVOLUTION

FORMULA I

URBAN REVOLUTION FORMULA II

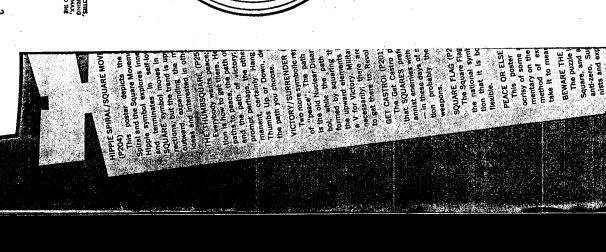


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Left nowadays. shirts which are de rigeur on th the denim pants with faded blue mod or hippie clothes, but m tury revolutionaries, some dres medieval setting moved the 20t structed to last centuries. In pus looks like an old English , with massive stone buildings The Michigan State Universit

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MULTI-NATIONAL

REVOLUTION

FORMULA III

masquerade as "correspondents". While it played a decisive role in the American Revolution, and has been perfected This is the Propagandist's Revolution. Its champions often

since, it has never been well understood.

Agrarian and Urban Revolutions are geared to achieve results within the country where they are conducted.

But the Multi-National Revolution is an assault in one

makes full use of modern mass communications and psychology, and because we tend to see the details but not the overall revolutionary design, the Multi-National Revolution nation, to assist and promote revolution in another.

Because it often spans enormous distances, because it

confuses millions. It need not. The present conflict in Vietnam is an excellent example of

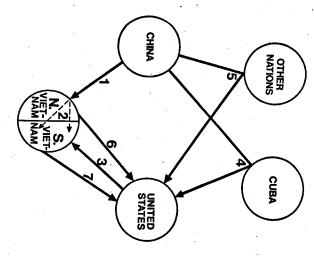
the way multi-national revolution works.

China launches an idea invasion of Vietnam—(1) to recruit support and help native revolutionaries. Revolution ensues, Vietnam is partitioned, and shortly thereafter North Vietnam begins propaganda penetration (2) of South Vietnam. This produces Agrarian and Urban revolt in South Vietnam. The United States counters with substantial military and economic support, but little propaganda assistance (3) China, first by way of Cuba (4), and then through other nations (5), launches an idea invasion of the United States on the theme "Get Out of Vietnam". The basic aim is to Vietnam (6), and from ostensibly "objective" correspondents in South Vietnam, come propaganda pressures tending to support the major theme. recruit U.S. citizens to put pressure on the U.S. government to withdraw support from South Vietnam, so that Communism can conquer there. At the same time from North

bi-partisan dispute over which of the wrong methods to use—diplomats or military—to solve an essentially revolutionary problem in Vietnam, has not been of great help. Of course, it is equally true that our own blundering,

simplistic three step analysis, as do agrarian and urban varie-ties. Many things are occurring simultaneously, at varying stages of development, from widely diverse geographic loca-Multi-national revolutions do not lend themselves to a

broadcast jammers, are very vulnerable to multi-national revolution, and the idea invasions which expedite them. In fact, the existence of a thought control apparatus is the best One thing is certain, Communist closed societies, despite their controlled press, their walls and Iron Curtains, and their serious idea invasions of Communist countries, especiall Cuba, only then will internal dissension diminish in America. proof of the fear of penetration. When we begin to launch



MULTI-NATIONAL REVOLUTION

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THE THIRD FORCE

to find any use for many young Americans It amazes former Communists that the Party has been able

They wonder, "How can drug-drenched youngsters be welded into a disciplined revolutionary force?" Actually, the Methvin calls "social demolition" reveals tactical maturity. bility to generate, recruit and utilize pacifists for what Gene

Certainly, the hippies can't be used as administrators after revolution. In fact, the "flower children" title is an insider cated and scythed for their "deviationism" later. enticed Chinese intellectuals to speak freely. They were loirony among U.S. extremists. During China's "Great Cultural Revolution", Mao's slogan "let a hundred flowers bloom" The original "flower children" are pushing up poppies in

Chinese fields. But before a revolution, the Communists feel the hippies

How? Survey the simple pie charts that follow:



Capprigis Ed Butler 1748

THE ESTABLISHMENT

This circle represents the "Establishment" in the United tates.

An amalgam of all the Capitalist-reformist institutions An amalgam of every stripe hate. Not since the late 20's has it existed in such impeccable purity.



Gappright Ed Butler 1968

THE ESTABLISHMENT+
THE 2 ANTI-ESTABLISHMENTS



Ompyright Ed Burler 1948

THE ESTABLISHMENT+ THE ANTI-ESTABLISHMENT

This is the "Establishment" plus the anti-Establishment—Nazis, Communists, KKK, etc. Nowhere near large or dynamic enough to constitute a serious internal threat. This is the way things looked for many years after World War II.

In late 1961, the largest faction of the anti-Establishment—the Communist Party U.S.A.—was split in two. The new Left Wing Communist group called itself the "Progressive Labor Movement" and began to recruit radicals to support the Chinese-Communist line and Fidel Castro. Thus was the "New Left" both. It called the U.S. power structure a paper tiger, advocated instant revolution, and began a radical propaganda barrage to incite action.

The mental missiles landed with deadly effect in America. Lee Harvey Oswald, probably not a formal member, baptized

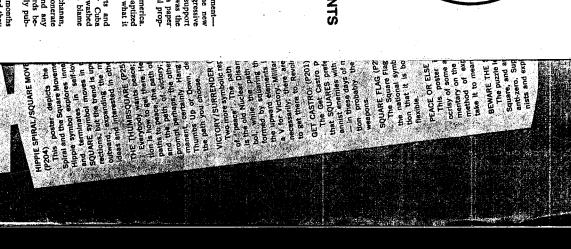
the movement in November, 1963, by actually doing what it had been advocating.

Thunderstruck, the Communists and their cohorts and comrades scurried for shelter. The "Fair Play for Cuba Committee" crawled to Canada. The CPUSA publicly washed their hands of Oswald. A claque began to place the blame

on Dallas, and its "climate of hate".

Expert left-wing propagandists like Thomas Buchanan,
Harold Weisberg and Mark Lane, strove to exonerate
Oswald and shift the blame to the F.B.I., C.I.A. and any
handy anti-Communists. Their books, films and records became bestsellers, but their backgrounds were not widely publicized.

The rank-and-file Communist forces waited a few months for the roof to fall in on them. When nothing happened they were emboddened. They recruited and expanded rapidly following Oswald's act.



of their agents, but they did the police to get the guy out of Larry still doesn't know if he w him away before the militants signal, went to make a phor and left a note in the coin slot knives they were carrying. He knew a "serious talk" would i have a "serious talk" with him get him into the john so they was an agent, and would Larry and said they thought anoth a chat with the steel tongues During the trial some of I

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Cappright Ed Baller 1968

ENTER THE NON-ESTABLISHMENT

Now, to the Establishment and anti-Establishment formula, a Third Force—The Non-Establishment [Hippies] have

By early 1966 scores of new underground publications—taunching pads for mental missiles in the midst of America—had been put into operation. They concentrated on three

rom receiving foreign propaganda to advocating insurrec-1. Cracking the legal restrictions against their activities,

Recruiting new adherents and converting them into car-bon copies of Lee Harvey Oswald. themselves and mutually supporting each other 2. Expanding their scope and penetration by duplicating

Force". The idea was to destroy the Establishment by deducting its manpower, and divert its material resources into Communist coffers. The ultimate aim was ambitious: To But soon it was realized that a program of violence would never appeal to enough young Americans, initially. The New Left tacticians decided instead to help create a "Third pollute the youthful manpower pool that supplied America's leadership, so that it would become too disillusioned with

itself, its country, and its own future, to fight to save them.
Communists focused all the publicity they could muster
upon the incipient Beatink movement. Many kids took the
bait, while their parents watched wondering.

gression into Communism is no answer. the Establishment, had more than a grain of truth. But retro-Often extremist attacks on materialism and alienation among

RECOGNIZING REVOLUTIONARY REALITY

convert thousands of ordinary citizens into practicing revolu-tionaries, and professionals are our greatest need, now. More-over revolution is contagious. The banked fires that have been at last that we are in a World Revolutionary War, and that the scene of conflict has shifted to the United States. But the picture is not all dark. Periods of revolutionary crisis typically chaotic to many Americans. Millions have begun to realize at last that we are in a World Revolutionary War, and that the re-kindled in America are spreading relentlessly into Communist countries. As this book goes to press the future seems clouded

If we awaken in time and grasp the torch, we can avoid catastrophe in our own country and lead the world to freedom. If we founder and fall, the light of liberty may not burn again in our lifetime.
It all depends upon how clearly we see the dangers and

realize that a revolution based on a minority race cannot succeed. The activists can be bottled up and neutralized. They also realize the territorial essential to any revolution is secure base areas near the areas of conflict. Therefore, to involve white militants and to capture sanctuaries, Communists must seize power on campuses through students.

There is no question that Student Power will be gained. The only question its, for which students? For the minority who believe a promised Utopia justifies a present tyranny? They have a monopoly of revolutionary know-how as present, with superb adult guidance, and the odds would seem to be all in their favor. Can the battle possibly be won by the majority battleground the current American Revolution will be won or lost. From experience in Malaya and elsewhere, Communists opportunities.

In America the decisive territory is the campus. On

ary reality as they now seem? who favor freedom—disorganized, and ignorant of revolution-

our people. Now we are many, but soon we will be one, as united as we have been divided, welded together by the very same revolution that has thusfar driven us apart. I am staking my life on the latter without a qualm. I know

gredient needed to begin to win. A clear recognition of revolutionary reality is the only in-

FACING THE FUTURE

Castro and his comrades in Cuba are the controlling force behind virtually all revolutionary violence in the Americas, including the United States. A few of the abundant proofs are detailed in a film which I produced for INCA, (see page 97) called "Hitler in Havanai" It has been abown throughout proceedings of the control of the contr the United States on television, sponsored by the Schick Safety Razor Company.

Castro's cadres will probably continue to devote themselves

strategy will be to establish bridges and solidarity between the "Black Ghettos" and the "White Campuses". U.S. cities are now caught in a pincers of revolutionary terror, with attacks by both white and black. There to recruiting, training and organization of cadres, plus some sabotage and assassination. In the United States, the basic

PARTI

"REVOLUTION IS MY PROFESSION"

THE MANAGER

THE SEARCH STARTS

1960—whether or not to make revolution my profession— When contemplating the major decision of my life in

there were a few theoretical volumes describing what could be done by government. But no practical handbooks about theory and practice. There was even more on Nazism. And how a private citizen could undertake the task. found there were thousands of books about Communism's I began to look for books about how to combat tyranny.

tyranny is going to ask the same questions I had to ask and Anyone who is motivated to meet, compete with, and defeat Ignored or not, the practical side is vitally important

What do I call myself? What right do I have to undertake this task?

needs doing so badly? How do I, and my family, subsist while I do the work that

others in the field, both to avoid needless duplication of effort and to receive critiques and suggestions on my work? recompensed?

How do I locate and share ideas and experience with How, and from whom, and on what basis shall I be

lumped into a hasty pudding of prejudice with every self-appointed "anti-Communist" from Hitler to Lord Haw Haw. And finally, how do I avoid being isolated and ostracized-

These and similar questions must be answered, in a satisfactory and practical manner. Otherwise, there is no chance of feat tyranny in our time. securing the full-time professional manpower needed, to de-

The following pages will present some of the answers I

LIBERATOR + MONITORCONFLICT MANAGER

to tyranny in free nations, called "Monitorship".

Before he can help liberate a tyranny like Cuba, the U.S. be competent to manage and/or eliminate revolutions leading promoting revolutions leading to liberty in captive nations, and this specialty is called simply "Liberation". He must also The professional Free Revolutionary must be proficient in

flexible.

Conflict Manager must have monitoring skills to resist attack in America. Similarly, after a revolution has succeeded, the stealing the revolution he has helped to make. Human nature will provide the Tyrannists to challenge him, just as it pro-Liberator must remain on the job as Monitor to prevent Communists, Fascists, or some off-brand Tyrannist from vides patients for the physicians.

combine to form Conflict Management. These two functions, that of the Liberator and Monitor,

tion, functioning as a Liberator or Monitor, the Conflict Manager's single power is destructive. To negate the negative It should be clear that this does not make Conflict Management a dual-power institution. Both before and after revolu-Conflict Manger is a doctor of democracy. i.e., to destroy tyranny and thereby allow liberty to thrive, as physician destroys disease for health's sake. Indeed, the

PROFESSION NOT ORGANIZATION

Two more symbolic rep

VICTORY/SURRENDER (

day, unless care is taken to prevent it. How do you delegate Conflict Management must operate as a profession, not only because the work is complex and vitally necessary, but also because Conflict Managers could become as dangerous tomorrow as Communists are today, and Nazis were yesterlife and death power, but retain it?

the past by creating professions. Mere organizations won't It is just this kind of dilemma that mankind has solved in

Let's illustrate with some examples:

THE WORDS: CONFLICT MANAGER

There are many professions, but theology, law and medicine are recognized as the three learned professions at present. Each was presumably devised to answer a basic

out a qualm. clergymen human need, and provide professionals to serve it.

Each day thousands confide their innermost secrets to -secrets which could ruin them. They do it with-

matter from murder to divorce, whisper personal facts which could compromise them to attorneys, without hesitation. Hourly, businessmen, housewives, young and old, on every

Conflict Management is the study and practice of Revolution as a profession. Basically, it is the use of words and symbols by the few to influence the many, in favor of freedom. A Conflict Manager is trained to meet, compete with, and defeat any tyrannical form of organization, through revolutionary means, in order to allow the development of

Definition

systems which guarantee Liberty Under Law. The Conflict Manager's job stops where the Statesman's begins. After a

destruction, not the architect or administrator of free governrevolution, he is the protector of liberty against revolutionary

all, were men like himself and could betray the trust. Yet mankind found a way to do it routinely, without much potentially dangerous powers to their practitioners, who after scalpels and physicians' searching eyes, as a matter of course. In evolving these professions, man was required to delegate At this moment people are baring their bodies to surgeons'

the upward elements in a V for Victory. Militar formed by squaring th to get there to. Revoli that SQUARES prefe tion that it is bo necessarily; there are GET CASTRO! (P201) The Get Castro pi in these days of m SQUARE FLAG (P2 The Square Flag the national symb annist enemies with tion probably the is the old Nuclear Disari bol, while the path The path weapons. of "peace".

manent, certainly. Hang Thumbs Up or Down, de Hippie symbol explores innel and terminates in self-lov rections, but the trend is upw outward, expanding the m ideas and interested in othe THE THUMBSQUARE (P25) tion is how to get there. He paths to peace, the path of and the path of victory; prompt perhaps, the other SQUARE symbol moves in n Everybody wants peace; Spiral and the Square Moverne This poster depicts the the path you choose. (P204)

anti-zero, Supi nists and expli mentary on the method of exp take it to mean PEACE OR ELSE ocrisy of some a BEWARE THE The puzzle le This poster Square, and

HIPPIE SPIRAL/SQUARE MOVĘ

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literature tables between the Praive Labor Party (Maoist) peop Socialist Workers Party and There was almost a race to AT MSU: S.D.S., P.L.P. & L

> against their abuse.
>
> There are four major means by The reason is that within a profession, and only within this framework, are there sufficient psychological and organizational safeguards to allow man to delegate the great powers of life and death. But at the same time, to be relatively secure

which every profession

checks and balances the practitioners:
1. The Professional Ethic
2. The Decentralized Organization
3. The Internal Self-interest
4. The Restricted Method

ish a uniform set of standards for businessmen or statesmen. The Conflict Manager, however, operating in an area which is filled with temptation and opportunity to accumulate power, needs rigid standards. The Professional Ethic—Instills in both the practitioner and his patron positive motivations for the proper exercise of power. And it also implants negative inhibitions against its abuse. The practitioner adopts a stylized professional conscience, which acts as a personal check upon his ambition. By contrast, the diversity of business and the representative sature of government, makes it extremely difficult to estab-

The Decentralized Organization-Makes each practition-

er responsible for his bread and butter on a daily basis—not to some distant boss—but directly to those whom he serves. For example, the physician who betrays his oath finds his practice departing and his living standard diminishing.

Likewise, the Conflict Manager who attempts to setze control of the state for his personal purposes, or otherwise abuse his powers, can be made to feel the disfavor of his Patrons. Fast and firmly.

Every profession provides watchdog powers so that those who are most immediately affected by the practitioner's actions can control them, day-to-day. By contrast, stockholders may normally exercise such powers only once each year (if, indeed, at all.): Voters can register complaints only once every two, four, or six years upon elected officials, and nearly never upon appointed ones. Business and government can get by without continual close scrutiny, because life and death decisions must be continually checked out by the Patrons who may four them.

internal competition with each other, thus balancing powers practically. For example, when a lawyer is disbarred, other Internal Self-Interest-Puts the professionals into dynamic

lawyers do the disbarring.

So, too, must the Conflict Manager be constantly subject to the censure of his peers, should he merit it.

The latent power of the majority to cast out an individual or minority whose actions could injure the profession as a or minority whose actions could injure the profession as a whole, are a strong deterrent and effective insurance against anyone getting out of hand.

Such internal self-interest in professional purity does not apply in business. Anti-trust statutes have been enacted from outside to prevent collusion against the public interest. Nor does it apply in politics, where numerous devices, from impeachment and recall proceedings, to elections themselves, are provided for outside governance.

There is nothing evil about business or politics. It is simply that the virtues of diversity, competition, and compromise outweigh any social advantage to be gained by the stylized uniformity, and purity of purpose, which is essential

The Restricted Method—Prevents practitioners from gradually expanding their powers into a total tyrasmy, by limiting
them publicly at the outset. Before theology could become a
profession, sorcerters and false prophets had to be expelled,
and the duties of the ministry carefully limited.

Before Conflict Management can achieve professional
status, the quacks and charlatans must be discredited, and the
beginning and end of its power must be clearly defined.

In government and business the imperatives clearly point
to the opposite direction. The less limitation on opportunity
the better. The less restrictions on personnel the fairer.

It is significant that in the time of greatest political danger
for demonstrict matrices the conduct of war is the movines of

It is significant that in the time of greatest political danger for democratic nations, the conduct of war is the province of professionalt. Of military men. The President joins the professionals to lead the armed services and the nation as Comfessionals to lead the armed services and the nation as

mander-in-Chief.

Similarly in business, whenever life and death decisions become part and parcel of the daily routine, professions have been evolved to minimize the risk. Thus in the building trades, architects and engineers who take the responsibility for designing bridges and buildings which must bear the burden of hundreds of lives, have come to be classed as

which in America's corporate oriented economy can mean the sustenance of millions, have been gradually achieving professionals.

Certified Public Accountants, who check and control funds,

professional status over the past several years.

Because they are needed, but potentially dangerous, Conflict Managers must be professionals, not organization men.

THE PATRON-PRACTITIONER PRINCIPLE

Up to now, in America and in other free nations, anyone who wanted to "combat Communism" or "fight Fascism" simply elected himself and plunged into battle. I did it this way, and so did every other professional. Sometimes the results were graitlying, but often not. A great deal of the grief could have been avoided if the combatants had known where to look for counsel, and followed it.

In all professions a distinction must be drawn between the

people who practice, and the people who support them. The words "client", "patient," "parishioner" distinguish the supporter from the professionals who serve them. There was no way to say "professional revolutionary anti-tyrannist" before I applied the term "Conflict Manager" to it. No way has existed to say "supporter of Conflict Managers" either. In my own work I use the term "Patron" to describe those who participate as non-professionals. But whatever you call them, the Patrons are an essential half of the team, co-equal in importance with the Conflict Manager. They furnish far more than money. Even if the Conflict Manager were a billionaire, he would still need Patrons for advice, for prestige, to participate in shows of strength, to gather and convey intelligence, to legitimize and disseminate information ... and for a hundred and one other good reasons.

Among Patrons there are various levets of interest and competence, ranging from the individual who vaguely considered an anateur who could quickly convert to professional status if the were not occurried in some other neutrile reconstitute if

amateur who could quickly convert to professional status if he were not occupied in some other pursuit or vocation. There are some with exceptional leadership capability who

help recruit and mobilize millions.

In summary, Patrons are an integral part of the profession of Conflict Management. Just as important as the Conflict Manager himself.

PROFESSIONAL POSITIONS

There are several basic ways a Conflict Manager can earn

non-profit organization involved in the profession of revolu-Within a Conflict Corporation—as a staff member of a

an employee or executive of a business firm with responsibilities in the area of Conflict Management. 2. In the Corporate Practice of Conflict Management-as

 In the private practice of Conflict Management—as a sole proprietor, partner or shareholder in a profit making "Conflict Company" which contracts to consult and execute services in the profession of revolution, for private industry, education, government; or produces "Conflict Catalysts".

as an employee of a state, city, or federal government spe-4. In the Government Practice of Conflict Management-

cializing in Conflict Management.

In the following case studies we'll deal with two personal ment practice of Conflict Management. experiences: [1] founding a non-profit Conflict Management and organizing a private practice in Conflict Management.
Then we can briefly analyze the Corporate and Govern-

REVOLUTIONARY ORGANIZATION CASE STUDY I—INCA

In 1961 a non-profit Conflict Corporation called The Information Council of the Americas (INCA) was formed in New Orleans. It was based on an article in the June, 1960 PUBLIC RELATIONS JOURNAL called "The Forgotten

counts by refugees from Communism (mainly Cuba), which were sent to a network of over 100 local radio stations in 15 ident, and a group of civic leaders determine policy for the Conflict Manager in residence to implement. The group's first "Conflict Cafalyst" was TRUTH TAPES—eyewitness acnations of Latin America. An internationally famed surgeon, was founding Pres-

Later, INCA produced the one hour TV documentary film called "Hitler in Havanal", featuring secret scenes smuggled out of Castro's Cuba.

INCA also produced two startling documentary record albums featuring the voice of Lee Harvey Oswald, entitled "Oswald. Self-Portrait in Red" and "Oswald Speaker."

The following doctrine of INCA organization could, I

flict Corporations. believe, be applied to the creation of similar non-profit Con-

1Dr. Alton Ochsner, Past President of the American Cancer Society, American College of Surgeons, International Society of Surgery, International House, winner of numerous awards and honors throughout the hemisphere.

Step One: Apprenticeship and Analysis

Communism was obviously the greatest threat to the peace and progress of this hemisphere. Like most beginners, I and to think too big at first. But good advice persuaded me to zero-in on a single practical project. Conflict Managers should consult an established professional for counsel during this early period. I decided never to solicit or accept hidden The overall revolutionary situation was analyzed. Castro-

Step Two: Creating the Conflict Catalyst

A Conflict Catalyst is the revolutionary project which, after analysis, seems the most feasible, needed and fundable, for the personnel available. After many contacts, and much good advice, we developed TRUTH TAPES. The Conflict Catalyst is vitally important, both because it is the tangible symbol around which to organize, and the mechanism for achieving desired goals.

Step Three: Recruiting the Nucleus

We began contacting local business and professional sequaintances. The early INCA organizers included a Public Dean of a Law School⁸ two Insurance executives,2 and the

Step Four: Selecting the Leader

excellent names were suggested, but during lengthy deliberations, it was clear that one man possessed all the attributes to lead the hemispheric operation we had planned. We approached him, and after a series of discussions, he decided to accept the post of Organizational Chairman of INCA, and became President shortly thereafter. who combined interest, experience, stature and ability. Many We surveyed the local scene, searching for an individual

Step Five: Recruiting the Rank and File

With appropriate leadership, a great many obstacles disappeared. When the President called a meeting, other leaders began to attend. When he asked for money, others began to give. When he told the story, private citizens and officials listened. The problem now became one of getting the necessary balance between the members, so that the group would

not become the political tool of a party, or faction.

In solving this problem we developed an organizational concept that provides a fundamental pattern for other Conflict Corporations, elsewhere.

Richard G. Drown, Jr.

Richard T. Newman and R. Kirk Moyer.

Richard T. Newman and R. Kirk Moyer.

Richard T. Papale, of Loyola University of the South.

Some early official supporters were: Hon. Victor H. Schiro,

Some early official supporters were: Norrison, late former

Mayor of New Orleans; Hon. de lesseps S. Morrison, late former

Mayor and OAS Ambassador; Congressman Hale Boggs; Congress
man John O. Marth Jr.; Senators Thomas J. Dodd and Karl E.

Mundt.

anti-zero. Sup nists and exp mentary on the method of ext SQUARE FLAG (PZ tion that it is bo a V for Victory. Militar necessarily; there are to get there to. Revoll GET CASTRO! (P201) that SQUARES prefe the national symb take it to mear The Get Castro P Lin these days of n PEACE OR ELSE ocrisy of some? BEWARE THE The puzzle Square, and a VICTORY/SURRENDER rections, but the trend is upy bot while the path This poster SIE SPIRAL/SQUARE MOVI Spiral and the Square Moven Hippie symbol explores inno # Thumbs Up or Down. the path you choose. tion probably weapons

willing to cool it. but not all of his associate

of their agents, but they did get him into the john so they have a "serious talk" with him the police to get the guy out or knives they were carrying. He a chat with the steel tongues knew a "serious talk" would and said they thought anoth him away before the militants Larry still doesn't know if he w and left a note in the coin slot signal, went to make a phor was an agent, and would Larry During the trial some of

day morning, June 9, 1968. gate and left New Orleans ear SQUARE agreed to back Larry's He was elected as an alternat in East Lansing, Michigan were thinking about the SDS N Convention, to be held June 1. Late in Spring, rads ever A HEAD FOR HARD FAC

busted he might get bent a b that if the meet got violent as went on to East Lansing, k Sundays, i.e., a real Division, but they were clos tried to contact the Police Intel He had a layover in Chicag

Left nowadays. mod or hippie clothes, but n medieval setting moved the 20 with massive stone building shirts which are de rigeur on the the denim pants with faded blu tury revolutionaries, some dres structed to last centuries. The Michigan State Universit

ment with four other people, made it tough to compile his and stash his collection of h ging, he would hit an all night shop in the wee hours of the case under his arm at all time could grab. He had to carry a ing, and sort it all out. Then t sleep on it as well. After a day pamphlets and anything el Kihnel was assigned to an apartment to

sive Labor Party (Maoist) peop Socialist Workers Party and literature tables between the P There was almost a race to AT MSU: S.D.S., P.L.P. & L

> Few of us have had occasion to leap from a burning building into a fireman's Life-Net, stretched taut below. But most of us understand how it works: each fireman gets a gip on the perimeter of the circular net. Each pulls hard, in a lightly different direction. But the sum of all the efforts

middle, the Life-Net principle is easy to understand

businessmen, doctors, lawyens, representatives of farm, labor, clergy, and education. All will tug in different directions depending upon their vocations. This diversity is not left to chance. It is carefully pre-planned.

must agree to disagree, and avoid anything but the central subject of defeating tyranny. Partisan politics is taboo.

CASE STUDY 2-SCANNELL ASSOCIATES REVOLUTIONARY ORGANIZATION

specializes in Conflict Management.

nists began to vilify him. advertising with a positive message, and predictably, Commu-

projects, perform the follow-up, and cope with occasional smears called for professional counsel. Scannell Associates' duties include developing communications themes and copy points for advertising. Plus analyzing or devising Public Affairs and Public Relations campaigns, both for corporate security, and public service. The social attitude of business ment capability within a corporation. leadership is the key factor in developing Conflict Manage-Business gets what it deserves. If it reinvests nothing in

America, if it panders to the baser elements in human nature, if it follows rather than leads, a loss to the shareholders, and perhaps expropriation of the business follows inevitably.

results in a tight, stable landing platform.

If one thinks of the Conflict Manager as the man-in-the-

The various Patrons in a properly constructed Conflict Corporation will represent in themselves, a sampling of the society from which they are drawn. In America there will be and Conservatives, Democrats and Republicans,

Far from causing controversy, such a multi-partisan set-up eliminates it at the outset. The members realize that they

was established in Los Angeles, called Scannell Associates and doing business as "The Westwood Village SQUARE". It In early 1966, a Public Affairs and Public Relations firm ras established in Los Angeles, called Scannell Associates and

Our first client contact was also one of the first U.S.

businessmen¹ to fully grasp the implications of Castro's take-over in Cuba. With riots blazing at home, and wars raging abroad he realized the time for "business as usual" was past. To protect his shareholders' interests, his customers', and his own, he set out to explore the capabilities of mass media for social change. He ventured into TV, radio and print

But surprisingly, the controversy did not hurt business. On the contrary, it seemed to help. Other businesses began to stand up for their beliefs. However, the time to research

sabotage and similar violence. As terror increases and decadence develops, it is obvious that government needs help to cope with the problem of revolution. Businesses must retain Conflict Managers as naturally. rally as they secure corporate legal counsel to cope with riots,

¹Patrick J. Frawley, Jr., a major shareholder in Eversharp, Inc., and Technicolor, Inc.

Circumvented. important work, for peace and freedom.

The Communist counterattack will be steamrollered and

Demand will stimulate response. Soon the dynamics of private enterprise will draw thousands of young people into Conflict Management. The work is demanding and the risks are many, but the rewards for success are great. Not merely in money, but in the sense of doing creative and vitally

CONFLICT MANAGEMENT-IN

CONVENTIONAL BUSINESS

they respond, they are functioning as Conflict Managers.

It is important to make these employees self-conor security departments, whose work brings them into con-flict with Communists—whether they realize it or not. When al companies, often in the public relations and public affairs There are many men and women employed by convention-

important to make these employees self-conscious

about their role, function, duties and ethic.

In this way, even though not functioning as full-time Conflict Managers, they will employ professional methods and ethics when seeking solutions for revolutionary problems.

Professional journals are an excellent means of supplying such information at the start. Schools should be set-up soon to continue the training

Following are a few types of businesses which may need Conflict Management counsel, either from outside firms or

from corporate executives:

Banks—which will be increasingly attacked by activists.

Insurance Companies—which are being gradually driven to the wall by rioters.

Retailers—who are the target of looters.

Utilities—which have already been hit by sabotage.

Consumer Merchandisers—who are being undercut by slop-

py styles.

Manufacturers—who have been rioted, struck, demonstrat-

ed against, and attacked in the public print.

Service Industries—who have been subjected to slanders, now being churned out by pro-Communist authors hundreds of thousands.

tional Conflict Manager. Virtually every business is a potential client for the profes-

CONFLICT MANAGEMENT-IN GOVERNMENT

The Conflict Manager's job stops where the Statesman's

As long as the Conflict Manager serves democratic govern-ment on a 1) appointive, 2) purely professional, 3) non-partisan basis, his participation is praiseworthy. He is not

governing but protecting government.

There are a few protessionals in government now, whom I would consider Conflict Managers. Normally they function under other titles.

As noted, Government should not fight Communism alone, nor even carry the main burden. Private professionals should defend these security agencies, and extend the work where it

in a matter of months. is improper for government to go.

But without government security agencies, America would be a jungle, and Communist predators would crush freedom

THE MANAGER'S MOTIVE

Manager cannot govern the government he helps to install. So why in the world would anyone want to be a Conflict scarce. There is danger. Glory is often absent. The Conflict In the profession of revolution: Money is sometimes

First, because he or she welcomes great challenges and

generations not yet born. Second, because he or she cares about humanity and

counts. Right now, depending upon who wins the current revolution in America, we can look forward to a dark epoch under discredited Marxism, or an expanding life of liberty Third, because he or she enjoys the complex, adventurous and varied life of Conflict Management. It is a career that

The key factor that distinguishes the Conflict Manager from every previous revolutionary, is that the Conflict Man-

ager considers the profession of revolution an end in itself.

In other words, the means are the ends. Amateur revolutionaries of the past, like Washington and Bolivar, felt that securing state power for themselves to represent the people. To them, the means were subordinate to the ends. their revolutionary activity was a necessary evil, a step toward

To Communists, Nazis and other tyrannists, the ends are at once so important, so vague and so intensely personal, that they justify any means.

perverting the profession, and converting it into a stepping Those who look beyond revolution to ruling, are actually

were; or to make them so obsessed with personal willing to adopt any methodology to obtain it, as Commuand unwilling to perpetuate the profession, as our ancestors were; or to make them so obsessed with power that they are The effect is to either make them casual about techniques,

THE PROFESSIONAL ETHIC

Roughly speaking there are three factors which together comprise the Professional Ethic of Conflict Management.

First, is a Code of Conduct for Conflict Managers. Third, is Esprit de corps. Second, is the Discipline required of professionals.

The following ideas and method are those which I have found personally useful over a period of several years, for

governing my own life as a professional Conflict Manager. Whether these basic rules or improved ones are adopted, it is vitally important to have an ethic. Otherwise revolution—whose factics are easily available to all—becomes a ruthless game of musical chairs manipulated by a few faceless fanatics with power as the prize.

REVOLUTIONARY ESPRIT DE CORPS

the French call esprit de corps. A mark of the professional ethic is the unifying sense of common purpose and shared sacrifice that adds up to what

This feeling of pride and solidarity can never be enjoined from above. It must be evoked from below by the honest achievements of the activists. On the other hand, great deeds against heavy odds do not of themselves add up to esprit de corps.

Achievements must be chronicled, communicated and linked to a system or organization, symbolism, and action. and meaningless. Without publicity, courageous exploits slip away-forgotten

CONFLICT MANAGER'S CODE OF CONDUCT

ation The Conflict Manager's objectives will be the liber-

ation through revolution of nations under tyranny, and the protection of Liberty Under Law against revolutionary attack.

[2] The Conflict Manager must be on guard against the lure of power and glory, and never accumulate or retain power beyond that which is necessary to crush tyranny.

[3] The Conflict Manager will ask and accept fair recompense, and conduct himself in all financial affairs as a professional. However, he shall not deny emergency counsed to any individual or organization in need.

[4] The Conflict Manager shall be honest in all dealings with colleagues, referring cases to others whenever appropriate, and refraining from unseemly competition for the support of Patrons.

[5] The Conflict Manager must view the proper practice of the profession of revolution as an end in itself, and not a

stepping-stone to advancement in other fields or fortunes.

[6] The Conflict Manager, should be willing to accept with humility an honor bestowed on him, with the understanding that it reflects credit on the previous work of many col-

[7] The Conflict Manager, using appropriate discretion, should publish the results of his study and practice as promptly as possible, so that his colleagues may benefit from his experience.

[8] The Conflict Manager must maintain confidences, exposing none to disgrace or ridicule without just cause, accepting the full responsibility before law for his actions.

[9] The Conflict Manager who is a superior, should treat his authordinates with the respect and courtesy due colhis subordinates with the respect and courtesy due colleagues, and if he is a subordinate, he should fulfill each just task as directed.

[10] The Conflict Manager should consider truth his most powerful weapon and reject lies wholly, as the anathema of his profession.

RECRUITING REVOLUTIONARIES

Actually, in Conflict Management the student searches out and learns the profession. Conflict Management attracts the prospect, not vice versa. Conflict Managers don't go looking for candidates, any more than doctors beat the bushes for med students.

Communists know this too. Despite the danger from the The word, "recruit" suggests a "Membership Drive" in which the prospect passively accepts or rejects a sales pitch.

capitalist power structure, Marx and Engels had to "disdain to conceal their aims and objectives" and publish the Communist Manifesto. Otherwise how were prospective followers

This handbook will create tactical resistence among the Establishment, and it will tip our hand to the tyramists. But it had to be written in order to inform potential adherents. Otherwise Conflict Management can't mature as a profession.

Every profession takes certain educational steps in its development. Conflict Management is at the 4th stage of 6

The Square Flag the national symb tion that it is bo Square, and ar anti-zero, Sup anti-zero, Sup nists and expl in these days of m This poster i and terminates in self-loy sough symbol moves in bol while the path formed by squanng the the upward elements a v for Victory Militar to get there to. Revolt GET CASTROI (P201) that SQUARES prefe PEACE OR ELSE mentary on the method of exp prompt perhabs, the other VICTORY/SURRENDER Two more symbolic re rections, but the trand is up. and the path of victory. BEWARE THE HIPPIE SPIRAL/SQUARE MOVI This poster depicts the take it to mea the path, you choose. SQUARE FLAG Hippie symbol explores i flexible

but not all of his associate

knives they were carrying. He signal, went to make a phor and left a note in the coin slot him away before the militants the police to get the guy out o a chat with the steel tongues get him into the john so they have a "serious talk" with him and said they thought anothwas an agent, and would Larry of their agents, but they did Larry still doesn't know if he w knew a "serious talk" would militant supporters came up t

gate and left New Orleans ear day morning, June 9, 1968. in East Lansing, Michigar SQUARE agreed to back Larry! He was elected as an alternat Convention, to be held June 1: were thinking about the SDS N Late in Spring, A HEAD FOR HARD FAC

Sundays, i.e., a real cop out, went on to East Lansing, k busted he might get bent a b that if the meet got violent a Division, but they were clos He had a layover in Chicag tried to contact the Police Intel The Michigan State Universit

Left nowadays. mod or hippie clothes, but n pus looks like an old English with massive stone building shirts which are de rigeur on the tury revolutionaries, some dres medieval setting moved the 20 structed to last centuries. the denim pants with faded blu Kihnel was assigned to an

sleep on it as well. After a day ging, he would hit an all night ment with four other people, made it tough to compile his and stash his collection of lishop in the wee hours of the case under his arm at all time could grab. He had to carry a ing, and sort it all out. Then I pamphlets and anything ei apartment to

literature tables between the P sive Labor Party (Maoist) peor There was almost a race to AT MSU: S.D.S., P.L.P. & L

Apprenticeship—their literary efforts attract talent for on the job training. These people are usually at transition periods in their lives; i.e., just out of school, the Military, or in the process of searching for a field which will fulfill their hopes and ambitions. These early apprentices learn directly, by watching, listen-

Stage 4

Extension Courses—As the demand Extension Courses—As the demand for Conflict Management training grows, systematic means which allow the fewest to teach the most are found. Mail order extension courses, using tape recordings and computerized testing, are a logical step at this stage.

public for protection against violence, and from pros-pects for a proper place to learn the profession, will produce interest in the universities. Courses in Conflict Management will develop. Conflict Management Courses-Demand from the

mand compels it, and as the prestige and universal understanding command it, full colleges of Conflict Management with complete, specialized faculities, will be created. Then Conflict Managers will be trained like doctors and lawyers.

Conflict Management will mature as methods are devised to systematically teach people what their own role is, as well as the exciting method of Conflict Management. Conflict Management Colleges-Finally, as the de-

Stage 1
Individual Operations—During this stage, a few pioIndividual Operationals are "spontaneously generated" neering professionals are "spontaneously generated" by the need. Groping, making mistakes, getting to know each other, they create the nucleus of a prac-

Drawn Documents—At this point the practicing pro-fessionals begin to put down the principles in print. These learn from each other, and begin winnowing the chaff from the grain.

BEWARE OF SQUARES

tice upon which the profession is founded. quality and relatively low quantity of personnel.

Yet mass movements are the essential for winning revolution. Conflict Managers must learn to relate to, and articulate for, large numbers of people. As a contrast of Conflict Management is anything but a "mass Movement". It's whole operating rationale is founded on the notion of high

for, large numbers of people. As a spokesman for the SQUARE movement, I have learned that no one can create fads or trends, much less a movement. But he can identify and anticipate latent convictions and viewpoints, help verbalize them, and give them form, content and substance.

It did not take long to learn that the vast majority of young Americans were repelled by the few Nihilists and Tyrannists among them, and that they despised the adult exploiters who had fastened themselves on this generation like leeches, for money, sex and political power.

It took a little more time to discern what the SQUARES

were for, and many months were spent finding effective ways

to say it in words and pictures.

After that it was merely a matter of finding exciting new forums for the ideas: a quarterly magazine called the "Westwood Village SQUARE", a line of posters, humperstickers and buttons called "Squar-Optics", the smallest store in the world (a converted elevator) called the "Cubic Inch"—these were a few of the colorful ideas the SQUARES devised, Other SQUARES are doing their thing in other parts of the country. The Hippie Movement which seemed so strong in 1966 is dying today, deserted by angry young men and women who have began to realize that they were tempted into the Underground for the gratification of a few warped people who wanted to trade on their bodies. So now there are a great many swinging SQUARES who have been to Ashbury heaven and found it phony.

As the SQUARE movement grows, doubtless hundreds of conflict Managers and thousands of laymen will play an

Conflict Managers and thousands of laymen will play an active role, and millions will be touched by it.

That story will, I hope, be the subject of another book.

The SQUARE movement is important here because, although not all SQUARES will become Conflict Managers, all

Conflict Managers are likely to be SQUARES.
And the SQUARE Movement itself could be the catalyst
needed to unite the millions of Americans from the loyal Left
and the responsible Right to oppose the Tyrannists.

PART III

"REVOLUTION IS MY PROFESSION"

THE METHOD

FINDING A FORMULA

A bona fide revolution is in progress in America today, and since very few people have yet faced the fact, uncertainty and fear are widespread. By finding a formula for understanding revolution, one can dispel much of the fear and natred which prevents progress toward a just resolution of People hate or fear most, what they understand least.

The terms of chemistry help illustrate the manner in which revolutionary processes develop in society.

THE CHEMISTRY OF CONFLICT

contains it is the test tube. Government is the cap. The atom of society is the individual, each with his own set of values, interests, desires and needs. In the nature of things, these and between individuals. Thus society is a mixture of mutually antagonistic components, which themselves coalesce to form complex "molecular structures—family, acquaintances, cules", like the individual atoms which compose them, are often hostile to each other, because of conflict of interest. occupational, age groups and so forth. cules", like the individual atoms which differences often engender conflict, both within individuals A stable society is like an emulsion. The nation which These group "mole-

To disperse and stabilize the complex, and often violently conflict prone elements of society, government introduces

in society are dispersed, held in suspension, and buffered by mulsifying agents. Just as soap makes oil and water mix, the hostile elements

courts, lawyers and the police, and the army or militia, when they perform police functions. These emulsifying agents are the laws, acting through

Hence, one might say the natural state of society is conflict, the civilized state is peace. change. Every society, like every emulsion, wants to return to its "natural state". That is, the emulsified elements tend to separate and settle into their different, antagonistic levels. non-free society. But, at this point the formula begins to What has been said up to now applies to both free and

tinually, but gently agitating the mixture. Or rather, by allowing it to agitate itself. Individuals and groups are permitted relatively free travel and passage—nation to nation, state to state, province to province. The free press and freedom of speech allow the social heat and verbal gas generated by natural conflict to pass away harmlessly. Moreover, the Society operates in a test tube covered by a government of ponge. Such a government is as "absorbent" as it is porous, d travel helps to promote international harmonies. A Free lendency among Free Societies is to become more and more dentical as people and ideas flow back and forth. Unrestrict-Free societies inhibit this tendency toward conflict by con-

٠-,

drawn into the government and corrode it. there are Communists in the solution, naturally they are summoning into its very fabric a representative sample of the society which it contains, during each election. When

They must keep a solid cork on, as tightly as possible, to "protect" the "Aryan Race", "the New Soviet Man", and the ideology which makes such nonsense seem real. Non-free societies cannot afford the luxury of elections.

Hence, the tendency, both for the various antagonisms to find their own levels, and for the gases of hatred to build up, are stronger in a non-free society than in a democratic society.

threshold of revolution than free nations. In other words, totalitarian nations are always closer to the

To counter this problem, the government in a non-free

and qualitatively upgraded. There is more government and bureaucracy. More "courts" of a kind. More police. More militia. More "lawyers" of a sort. And new emulsifying are introduced. agents, like Secret Police, and neighborhood spy committees ociety does several things. First, the emulsifiers in the society are both quantitatively

Second, through psychological pressures and internal propaganda, continuing effort is made to change the very nature of the social components and individuals, to force them into well as propaganda, and by occasional violent purges which attempt to precipitate out of the solution its most volatile components. The dead human sediment is cast off or buried bland conformity. This is accomplished with censorship

are allowed to escape, as refugees. The relaxation of pres-sures permits unorthodox ideas to bubble to the surface, in the press and other media of expression. When the trouble making bodies are identified, they are precipitated from the Finally, one-way safety valves are provided. Malcontents

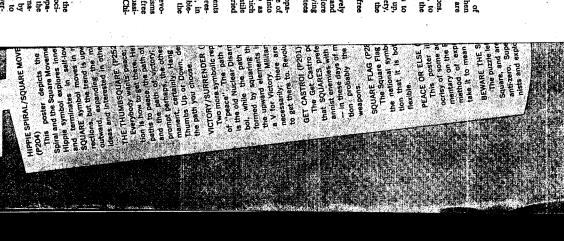
in society, can and have occurred in both free and non-free societies. Revolution recently occurred in then quasi-Communist Indonesia, and revolutions are impending in Chilutions, which are the violent liberation of latent antagon None of these protective mechanisms are fooiproof. Revo-

na and Russia itself.

Following are a few standard revolutionary processes.

SATURATION

saturation of one or more antagonistic elements of the society with conflict-oriented propaganda. Such conflict propaganda is designed: First, to build hatred and contempt for the explosion occurs, inevitably. come, the naturally antagonistic components of the mixture are free to forcibly seek their own levels. Then, revolutionary existing order; Second, to create desire for a vague alternative; Third, and finally, to communicate specific methods by which the people can overcome the governmental power to suppress them. And when the emulsifiers are gradually over-The most frequent cause of revolutionary upheavals is the



of their agents, but they dic the police to get the guy out o knives they were carrying. He him away before the militant knew a "serious talk" would get him into the john so the Larry still doesn't know if he signal, went to make a pho have a "serious talk" with hir was an agent, and would Larr and said they thought anot and left a note in the coin slo a chat with the steel tongue: During the trial some of

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out the nation.

or lost to tyranny. He gets down to the nitty-gritty with How-To Chapters on exciting subjects like these: World Revolutionary War whether we like it or not. The conflict cannot be stopped, it must be won for liberty Ed Butler contends that we are all involved in the

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- 3. Trade Secrets Recruiting 6. The Chemistry of Conflict Manager's Code of Conduct Revolutionaries 11. Winning the Revolutionary War insurrection

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THIS IS A DANGEROUS BOOK

it happens; if you dare pursue radical new paths to peace and progress; you will often read and long recrete effects, to guide specific actions. Even before Butler. Here is an activist's bible. Every sentence is Leadership Conferences which trained young Amerigeared to secure practical results, to produce conmember REVOLUTION IS MY PROFESSION by Ed cans for coming confrontations on campuses throughpublic release it was used as the textbook for National But if you want to know what is happening before

most problems begin, beneath the official level.

fessionals — Conflict Managers — who operate where are countered on a day-to-day basis by private proretical blueprint for a world in which war and poverty

REVOLUTION IS MY PROFESSION is also a theo-

citing life and achievements are the best proof of his

matic autobiography of a young man whose own ex-

Finally REVOLUTION IS MY PROFESSION is a dra-

controversial case.

Ed Butler is --

- editor/publisher of Westwood Village SQUARE

magazine in Los Angeles.

- organizer of the Information Council of the Ameri

cas (INCA) in New Orleans.

a radio/TV personality who has appeared in his

Havana!" and "Oswald: Self Portrait." own nationally televised documentaries, "Hitler in

- Propaganda and Agitation
- 8. Methods of Moving
- The Instruments of
- Mob Management
 - an activist who debated Lee Harvey Oswald shortly puses, ever since. has been into the action, especially on college cambefore the assassination of John F. Kennedy and
- and a professional in the revolutionary tradition which created this nation.



The second factor which permits revolution is the "filtering out" of the emulsifying agents of authority, so that the volatile elements can ever more freely coalesce to create organized conflict. You've got to get rid of the cops.

CONTAMINATION

elements are unstable and antagonistic to the riarus quo.

The process of contamination is also commonly called This blanket term covers the various physical processes by which individual human "atoms" are introduced into, or converted within the target society. By nature these activist

PRECIPITATION

indoctrination", "infiltration" or "penetration".

Finally, just as the hostile elements can be precipitated out to stabilize a society, so, too, can the emulsifying agents of authority be precipated out, to promote revolution.

Precipitation has two forms, physical and pyschological. Physical precipitants are assessination and execution, cap-

ture and imprisonment, torture and terror.

among the agents of authority. Psychological precipitants act on the mind to destroy the will to resist, inhibit action, demoralize or introduce doubt

THE UNIVERSAL FORMULA

Just as alchemists concentrated on discovering a universal formula for the fabled Philosophers Stone to turn "base metal" into gold, some social scientists search for a Utopian alternative to Communism. A practical plan for Utopia seems as likely to be found as

And yet the search may lead to useful discoveries. For instance in their quest, the Alchemists stumbled upon Aqua Regia (The King of Wasters), a corrosive mixture of acids which will dissolve every metal except gold. Aqua Regia cannot create gold. But it is invaluable for testing and salvage of gold.

Similarly, searching for an alternative to Communism, I stumbled across a formula which cannot create Utopia, but can destroy Communist organizations.

This is the formula:

First: ISOLATE the Party from manpower, money and materiel, requiring work by Conflict Managers outside the Second: PENETRATE the Party, requiring work by Con-

more Conflict Managera.

Isolate + Penetrate + Demoralize = Victory flict Managers within the Party.

Third: DEMORALIZE the Party, requiring a combination of two kinds of Conflict Management coordinated by one

Land Miles

I + P + D = \vee little formula sums up all that we know about how oliah tyranny through infinitely varied revolutionary

That does not mean that he who relies on the formula will always win. It does mean that he has a good chance of winning if he reviews these three basic approaches (and all the options they imply) before he dashes into conflict.

I would like to discuss the procedures briefly, one-by-one.

Since the early 1950's the Communists have waged a gradual, but eminently successful campaign, to prove that they don't really exist in America. If they don't exist, they are not dangerous, and can roam about anywhere. This mobility is the opposite of isolation.

They began by appealing to America's sense of Fair Play, First, it became fashionable to scorn "witch hunts", "redbaiting" and "guilt by association" as unjust means to achieve good ends. The word "McCarthysiam" was coined, and introduced on the pages of the DAILY WORKER, as a stigma. "I agree with his aims, but not his methods" was the slogan. After Senator McCarthy's censure, the vogue was to chuckle politely at "Alarmists" who "see a Red under every hed."

The word "Communists", as applied to an internal threat fell into disuse in American mass communications. Not because reporters were afraid, but because they had no one to quote. Anyone who used the term "Communist" was liable to be immediately labeled a "Fascist" or "McCarthytic" and sued. Later, highly publicized exposes of such right wing fringe groups as the Birchers and Minutemen were conducted. These show trials in mass media helped to solidity the stigma, and intimidate opinion molders.

Slowly, popular politicans stopped using the term "Communist". It was easier to use a neutral name, and hope someone got the hint. Those who persisted in talking about internal subversion, like Richard Nixon, Walter Judd and Thomas Dodd were taken care of.

Dodd, were taken care of.

The Non-Existence Pact

articles and books about Communists attribles appeared in mass media. And Communists stopped calling recalcitrant opinion molders names, and began giving praise to the pliable ones. The conditioning was effective. Many courageous newsmen continued to call the shots, but others simply shut up about Communism and looked elsewhere for stories.

Soon, millions of American youngsters had seldom heard the word "Communism" related to subversion in America. Nor had they seen Communist contamination in other nations dramatized. There have been few flina about the Korean or Vietnamese conflicts against Communism. Instead, World War II battles against the Nazis and Japanete were re-fought nightly for the Itle on selection. Fewer and fewer motion pictures and TV shows, feature

for the kids on television.

Meanwhile, as the "Non-existence pact" acquired the indis-putability of age, Communists quietly extended their spheres of power and influence. Recruiting a man here. Placing a woman there. Spreading hate propaganda everywhere. And when Oswald shot Kennedy, they were ready. They incited, not ordered, the murder. And they knew how to take advant-age of it. They began a thate propaganda barrage in the U.S. which is unparalleled in history. No conspiracy, Openly,

riots to make some believe. Others won't agree until after we win, or lose.

It is vitally important to call Red, Red. Exposure is the When we, who had fought Communism in Latin America, saw the problem shift to the United States and pointed it out, many were skeptical. It has taken the terrible catastrophe of

essence of isolation. As long as polite euphemisms are used to camouflage the problem, the concealed Communists will operate openly to promote fights: between the races, between religions, between management and labor, young and old, rich and poor.

iolence, but rather progress. the strategists above have ideas. Primarily to seize the), and use them as base areas ses, convert them immune from outside inter-

ciety. They are doing some-at least, and many still don't

n he returned from East Lans-ry rated celebrity of sorts. But ck the entire society THE ACCUSATION

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The technique of isolation is simple. Relentless exposure. Of course, Communists have quietly manipulated the law. Now they can call anyone practically anything (Free Speech). But no one can call a Communist a Communist (libel) without ironclad official evidence. This is a handicap. However, a group of American lawyers is preparing a brief handbook on the subject, and legal studies are now being made. Meanwhile, there is ample evidence available to

have good judgment, some experience and a proven ability balance informational and organizational activities on broad scale, conducted by many individuals.

A fine sense of timing is probably the most important attribute of the coordinator. Properly, timed, an effective

operation can become decisive. Improper timing can preface

The inexorable splitting up and weakening of Communist cells is achieved by the coordination of inside and outside

DEMORALIZE

operations.

The Conflict Manager who directs such an effort

Conflict Managers, fully familiar with ways and means of legally exposing, and thereby responsibly isolating Communists, are urgently needed. They should work closely with but clearly distinct from—their colleagues in the sister proession of journalism

PENETRATE

Conflict Managers must ponder 1] how to get into Communist operations and, 2] what to do once they're accepted. Getting in is the easier of the two. Party operations are normally arranged in a series of concentric rings. Beginning with the large popular front organizations, which are filled with dupes, issue ideologues, and deviant leftists. Next are the tight front groups of sympathizers, then the rank-and-file tight groups of sympathizers, then the party party member level, and finally down to the inner Party Party member level, and finally down to the inner Party Party member level, and finally down to the inner Party Party member level, and finally down to the inner Party Party member level, and finally down to the inner Party Party member level. outer ring, after expressing interest in an issue, and gradually work your way to the middle. Time, dedication, and acting ability are the criteria demanded of penetrators.

The initial entry is usually by attending some front meeting, signing a slip, expressing sympathy for the cause and waiting for a letter or phone call. Thereafter it is merely a matter of building trust and confidence.

things you can do, always with a "coordinator" who links you with "isolators", doing outside work Once you have penetrated a few layers there are many

memos, film, files. Get photographs. Namelists. File frequent personality peculiarities of everyone you meet within the movement. Learn what von constant the movement. The following are tactical possibilities: Learn what you can about plans, attitudes, suc-failures. Get documentary evidence-letters,

reports.

2. Create splits—on the basis of philosophy, personality,

strategy, tactics. Develop a personal following, uphold opposing points of view. Spread runors.

3. Recruit penetrators—"duplicate yourself" as often as possible. Bring in and develop other penetrators. But not every penetrator should know the identity of others. This is a cross check on performance, a precaution against the characteristics. agents, and a safeguard against exposure of all, if one should

be caught, or converted.

4. Promote failures—failure shakes faith. So all operations should be "tipped" in advance, whenever possible. Then a tightly coordinated plan of action from inside and out can be developed to thwart them. When one is in a position of developed to the time. to promote failures best, one must work hard within leadership or counsel he may also have opportunities initiate operations that are foredoomed. Therefore in order

5. Depari dramatically—when it is time to go, do it in the most public, proud way, thereby taking as many people as possible with you. group to succeed.

methods and problems the coordinator will need to know. INFORMATION AND ORGANIZATION

getting things done through the efforts of others.

The remainder of this handbook deals in depth with many

one or two pages. The essence of his work is management-

It is impossible to describe the work of the coordinator in

1] Information—covering the entire broad spectrum of effort designed to educate and inform people about those current events which condition their daily lives. There are two basic functions of Conflict Management:
1] Information—covering the entire broad spectrum

to recruit, train and assign personnel to translate the formation into concrete action in the field. 2] Organization—comprising those efforts which are made

The Communist counterpart of information and Organiza-tion is propaganda and agitation. Switched and shortened, it becomes "Agitprop."

information and organization, or propaganda and agita-tion, if preferred, cannot be separated in practice. To speak of one without the other is senseless. Only for literary convenience do we make a separation in this handbook. The two always go together in real life. They are the two legs on which every revolution marches

PROPAGANDA

Propaganda is the planned communication of information, by any appropriate means, to cause people to act, or not to act, in order to achieve social, military, political or economic effects.

To a professional, who uses them every day, this is not some silly figure of speech—as America is beginning to learn. Words can kill people.

Words are weapons.

to warn people about him, because Communist propaganda I met Oswald before he killed President Kennedy and tried

Three years before race riots blitzed two dozen American cities, Castro launched an invisible invasion to incite them.
Until Americans grasp the simple fact that words can

conspiracy, or printed blandly in newpapers—then we will be tragically vulnerable.

It is disturbing to read, see and hear Communist propagankill-whether shouted openly in frenzy, whispered secretly

da surfacing in our own press. And it is chilling to know that, of one hundred people reading it in the same newspaper, one may comprehend its true meaning slightly, eight will doubt it partially, but care little; 90 will believe, but won't act; and one will decide to kill because of it.

by Castro" on the bottom of Molotov Cocktails, Communists While we rush around searching for some bastard bullet at Paylovian command, and look for the legend "Made in Cuba our own mass media, and mails. are firing mental missiles into the midst of America, through

And Americans are dying wherever they strike. That, and not plots, is the point of this epoch.

AGITATION: DEFINITION

AGITATION is the planned motivation and organization of people by any and all means, to achieve social, military, political or economic effects.

METHODS OF MOVING PEOPLE

are but five basic ways to move masses of people. However, the revolutionary who remembers them can develop infinite The herd instinct is deeply ingrained in humanity. There basic ways to move masses of people. However,

variations from the simple basic means:

Persuasion—which is the creation of a desire to act through logical argument and emotional stimuli operating on the conscious will and emotions.

individual is induced to associate certain words and symbols with reward or punishment, hate or guilt. Thereafter he reacts to the stimulus as the propagandist wishes.

Coercion—which is the development of the desire to act, Conditioning-which is the insertion of an impulse to act or using threats, blackmail, torture, terror, physical punishment an inhibition against action, beneath the consciousness. The

operate upon the unconscious to condition a predetermined response or reflex. The individual moves, but he knows netusing symbolic hypnotic emotional and tactile stimuli that aimed also at the conscious will and emotions hich is the development of the desire to act

Contagion—which is the development of the desire to act in one individual or group, as the result of exposure to the action of a model individual or group. When people see someone smoking or yawning on TV, they want to, too. This "monkey see, monkey do" reflex (see pg. 171) can 'monkey see, monkey see, monkey see well as by mass media. A case can be made for classifying "contagion" with suggestic tion. But we have listed it separately to emphasize its importher why nor where, consciously.

inhibit action and paralyze people, if that is more desirable than movement. should be noted that all these methods can be used to

ACCELERATORS AND INHIBITORS . . .

ress and pace of revolution by indicating the inability or unwillingness of the Establishment to control the revolutionaries, or vice versa. are those incidents which reverse or advance the prog-

ANOMIE ...

. is the gradual disintegration of a society into its small-

As the various institutions of a society are called into question and discredited,—the family, religion, the economic est individual human components. system, the government, the national heroes—people are set adrift. The younger, the easier.

ASSERTION . . .

them at all levels of consciousness as facts. . . . is the flat statement of slogans and themes to imbed

Pernaps Conflict Management's most important social role in the beginning, will be to balance the assertions, so that people can seek facts, rather than accept opinions, uncriti-

COUP D'ATTRITION . . .

stages of a guerilla warfare campaign, when the stress shifts ... is an overthrow from below, which occurs in the last

matter of battering and blasting the rigid, conventional de-fenses of a power structure. The Establishment collapses when there is no longer any will to win among the troops, their leaders or the people. to open military conquest and occupation.

Frequently, guerilla war, either urban or agrarian, is a

COUP D'ETAT ...

... is a takeover from the top, in which the political leaders of the Establishment are captured and coerced into turning over power, or killed, to get it.

advantage to revolutionaries organizing a coup d'etat. tomed to elections. Very few people have bothered to warn them dramatically. This is unfortunate since surprise is a great The coup d'etat is hard to visualize for Americans, accus-

catastrophe for the revolutionaries, since the military and 1. Precision planning—if one key person, (like Indonesia's Minister of Defense, Nasution) escapes, the results can be The coup d'etat must have three essential factors:

police forces are still intact.

2. The allegiance of the military—at least in key spots. Otherwise retaliation can be swift and brutal. has conditioned the populace to know, trust and accept. 3. An alternative leadership-which previous propaganda

and populace. The coup d'etat depends upon shock, which produces paralysis among the populace. The best defense against coup d'etat is advance under-standing, planning and "fire drills" on the part of the leaders

DILEMMA-ISSUES . . .

without creating greater problems.

The power of the initiator—he who acts first—is usually ... are those political problems which cannot be affirmatively solved by any conventional means in the short range,

decisive in the development of dilemma-issues.

ECHOING ...

... is the inevitable reverberation of ideas, words and symbols which land in mass media.

PRESTIGE . . .

... is a sort of domination exercised on our mind by an individual, a work or an idea. There are two ways to measure prestige, by elevation and

> t the strategists above have violence, but rather progress. ce, and use them as base areas is immune from outside interuses, convert them into sancat least, and many still don't

society. They are doing some

THE ACCUSATION

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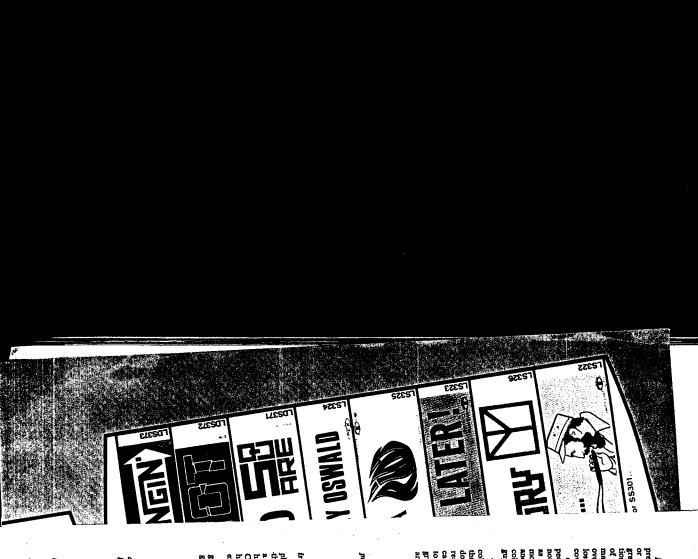
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w where.'

he meeting. in, his contact with the New rs and split. Ed Butler was in 3," said Larry. He squared his h. All agreed that he should police, who checked in Capat INCA, and Sgt. Bennie geles, so Larry advised Dick

S



Coloration indicates the negative or positive value most people give the prestige. It is the lateral mobility from potorious to notable. Coloration is much more easily shifted as the name rises on the elevation scale, and the shifts are more radical. A person can go from good guy to bad guy, and back again, within a few days. Not all people see coloration the same, and a good guy to some may be a bad guy to others.

There are three ways to destroy elevation and change coloration: 1. Overexposure—which bores the public with the limitations of the celebrity. 2. Failure—if the beliefully does not succeed, his slide may be abrupt, although there is reason to believe that this is parily illusory, since a success reason to believe that this is parily illusory, since a success can raise the elevation to greater heights and push coloration to the positive side. 3. Questioning—ridicule, satire, irony can gradually erode elevation and change coloration. When they are lost this way, they are nearly impossible to regain.

EUPHEMIZING . . .

... is the creation and application of pleasant labels to protect allies and friendly activities.

GOALS ...

... are those aims and objectives for which the revolution

that freedom can grow This singleness of purpose—to negate a negative and thereby permit a positive—can inspire the highest kind of sacrifice and achievement. It distinguishes Conflict Management from Naziism and Communism, which plained, the goals are purely negative. To desiroy tyranny, so that freedom can grow. This singleness of purpose—to negate have positive, definite plans for ruling, after they destroy the In the Conflict Manager's case, as has already been ex-

group of cognoscenti, because the goals don't fit in with the goals of those who are assisting the Communists. existing order. Sometimes those goals are left unstated outside a small

MODEL MAKING ...

is the deliberate construction and elevation of a model attitude, act, fad, concept, or personality for political purposes.

LEGITIMIZING OR SURFACING ...

my's own media, at his own people to insure credibility. ... is the launching of mental missiles—through the Ene-

graduations in between. Elevation is achieved by the repeti-tion of publicity. It may be achieved alowly, by the repetition of millions of impressions over a long period of time. Or it may be achieved more quickly, by thousands of impressions over a short period of time. Once gained, elevation is usually Elevation indicates the number of people who recognize the prestige. It is the vertical mobility of a name, face, attitude or institution from nonentity to celebrity, with thousands of lost but slowly, since once a name is news, it generates

and/or distribution of propaganda materials in a society inder attack.

Ideas are conveyed by physical means. Books, magazines, ewspapers, pamphlets, bumperstickers, buttons, films, tape

RACISM ...

... is the inordinate emphasis on race, culminating in the superstition that all people in a single ethnic category are the

Communists are fight promoters. They start conflicts between other people, and offer to hold their coats, in order to

religious camouflage can often provoke people into losing faith in their own institutions, and to desert or attack them, thus weakening them for later Communist conquest.

Conflict Managers will always shun racism, while relentlessly exposing Communist efforts to use racism as a path to power. national and religious organizations. A Communist in an ethnic organization can stir up a horner's nest of hate, by organizations. An indiscriminate counterattack often leads to chaos. Also Communists operating from behind racial unjustly attacking other races from behind the screen of these pick their pockets.

That is why the Communists try hard to get into racial.

RUMORMONGERING . . .

... is the dissemination of propaganda by word of mouth to create hysteria, suspicion, panic and incite riots, or otherwise influence the climate of opinion in favor of revolution.

OBJECTIVIZING OR CAPSULING ...

ts a method which puts a point on propaganda, lubricates it generously, and drives it deep into the subconscious. Objectivizing also makes propaganda predcriptions more palatable by coating them in a smooth capsule of objectivity.

OPTIONALIZING . . .

... is proposing two or more alternatives, each of which is bad for your enemy, good for your ally.

While the immediately preceding procedures are most often used to influence opinions about people, optionalizing is usually used to influence policy.

PROPAGANDA POISONING . . .

... is the use of drugs, especially hallucinogens, to produce

PROPAGANDA MILLS ...

newspapers, pamphlets, bumperstickers, buttons, films, tape recordings, records, posters—all of these tangible produces have to be made and sold.

... is the use of humor for revolutionary purposes.
Satire is undoubtedly the sharpest scalpel in the professionals kit. With it he can lay the mighty low, strip bare the hypocrisy, lies, and injustice of the power elite.

Wrongly used, saire can spread cynicism and hate to advance the climate of nihilism, which often precedes Communist revolution.

SEXUALIZING . . .

. is the exploiting of the human sexual drive for revo-

SHOW TRIALS AND PSYCHODRAMAS . . .

tendency to project, act out and play roles. are those dramatic devices which utilize the human

SLOGANS ...

serves as a command to act, or not to act, in psychological ... is the briefest summation of an important idea which

nuck. Most slogans appear, like the rarest of nuggets, among the thousands of sentences a propagandist writes on a subject. The talent lies in recognizing them when they appear, plucking them out, and remembering to use them repeatedly. In a mob action, a slogan with general content will be used to condition and excite the crowd: "Freedom Now! Freedom Slogans are the result of painstaking thought, not casual

more specific: "Kill the cops, Kill the Cops!" Once the frenzy has been stirred, the directive is made The slogan must be:

Emotional-Since action, not wisdom, is the slogan's aim, Brief-the fewer words the better. It is literally an order

the most expressive, soul stirring words are the best.

Apr—It should embody and reveal latent desires. Slogans must appeal to the immediate self-interest of the subjects

ing, alliterative, staccato, etc. Harmonious-It should be political poetry; possibly rhym-

Repeated—Siogans lend themselves to constant, unending repetition in waves, each syllable like a separate saw-tooth, each chant like a stroke, cutting deeper and deeper.

STIGMATIZING ...

... is the creation and application of an unpleasant label to discredit opponents and their activities.

Typically, propagandists paint a smiling, euphemistic mask for their revolutionary friends; they sketch a snarling, evil

face on their enemies. The latter technique is stigmatizing.

Thus, do ugly words like "secessionist", "mercenary",

"colonialist", "imperialist", "militarist", "latfundists", etc.,

etc., seep into daily dispatches throughout the world to describe America's allies.

are incidents deliberately designed and implemented

event which is inherently newsworthy will be covered in depth. Which means that, not only will the objective facts be reported, but the people connected with the sunt will be interviewed and given a chance to air their views.

What is news? Following are a few carmarks: for their publicity value, so as to spread propaganda us news.

The competitive nature of free journalism assures that any

a) News appeals to the self-interest of the audience:b) News has not been heard before;

need: exposes a shocking fact or condition, deals with a c) News solves an important problem; reveals an urgent

.... is the deliberate expansion or linkage of subject matter through propaganda, to achieve either a defensive or offensive effect. SUBJECT EXPANSION ...

SUBJECT PARALLELING ...

is the device of using similar points in not necessarily similar subjects to achieve a desired belief or illusion.

TARGET NARROWING ...

sired effect by focusing on a specific target, or part of a is the concentration of propaganda to heighten a de-

Target narrowing, when consciously employed, can be a devastating weapon. One word in a speech, one phrase in a book, one individual in an organization, can be plucked out and used to annihilate the rest.

SYMBOLOGY ...

... is the study and use of symbols to destroy and build individuals and instruments for revolutionary purposes.

REVOLUTIONARY OBJECTIVES

personnel objectives. Maps are marked. Priorities are noted. Lists are drawn up. Missions are assigned. The steps are stylized. The revolution now going on in the United States is no different. Here are a few of the bullseyes that revolu-tionaries can be expected to hit in any modern nation on the revolutionary target: In all revolutions, the activists aim for certain physical and

reaches the all-important teenagers as well, or better than, any other medium. In a pre-revolutionary context, captive and pirate radio stations could be expected to incite violence, broadcast coded directives, spread hysteria and panic, and advocate license and decadence. tion at the climax of revolution, as well as for penetration beforehand, in order to prepare revolution. Statistics indicate that Americans turn first to radio for news, and for direction. He who controls radio directs the crowd. Revolutionaries will attempt to occupy staff positions wherever possible, as well as influence packaged programming. In America, radio well as influence packaged programming. Radio Stations. This is a top goal for takeover or destruc-

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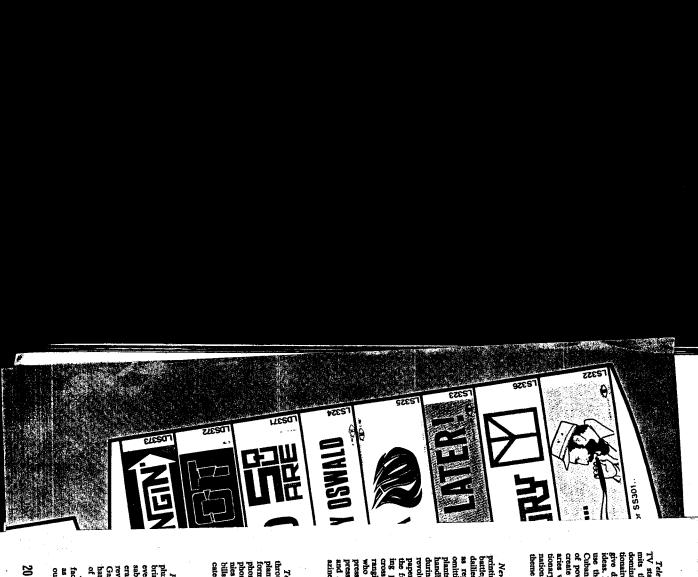
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tionaires to impress their personalities upon the people. To give directions and orders, to create attitudes, to establish ideas. Fidel Castro was the first to understand and effectively use the power of TV. His hypnotic, all-night diatribes on Cuban TV provided the major medium for his consolidation of power in Cuba. Before revolution, TV may be used to Television Stations. Before, during and after a revolution, TV stations are prime targets. Penetration beforehand permits the proper climate of opinion to be prepared. TV domination during, and after, revolution allows the revoluaries would like to see adopted. And also to elevate revolu-tionary activists into leadership roles. A single appearance on national TV is enough to establish a "leader", a slogan, a create models of the attitudes and activities the revolutiontheme or directive.

during and just after a revolutionary climax. In preparing for revolution, professional periodicals and broader based newspapers are essential for recruiting, motivating and directing the faithful. This "underground" press also serves as a rallying point with a permanent office for brainstorming and cross-fertilizing ideas, and a multitude of non-literary jobs, ranging from art to circulation. It was Lenin, with "iskra", who first saw the opportunities implicit in the underground press. Organized parallel to the "Establishment", underground press. Organized parallel to the "Establishment", underground dailies. The revolutionary who is able to penetrate a position as reporter or editor can work havoe, by slanking stories, omitting or including certain items or individuals. Printing plants can be expected to come under early attack. Posters, handbills, pamphlets and newspapers are all vital to control handbills, pamphlets and newspapers are all vital to control printing plants are fair game for revolutionary seizure. Basic battlegrounds are the City Desks of the major metropolitan press personnel stand ready to surface, move into key slots, and assume command of conventional newspapers and magazines when a takeover occurs. Newspapers and Magazines. Both editorial

Telephone Exchanges. Both before and after a revolution, through telephone tapping, and switchboard operators planted in key spots, professionals can secure invaluable information. During a revolutionary climax, disruption of telephone service can create havoc. He who controls the telephones can control a city, Harassament of telephone companies by overloading centrals with simultaneous calls, contesting bills, installing unauthorized equipment, etc., is being advocated and practiced throughout the United States.

Public Utilities. The destruction of electrical circuitry can plunge huge segments of the United States into darkness, bring urban traffic to a standstill—in the streets, on rails even up and down, in elevators. It is an open secret that such sabotage is feasible. Revolutionaries also like to capture generating facilities so that lights can be smifted out in areas the revolutionaries want darkened, left on where they want light. Gas main explosions, which rip the heart out of a city, are as hard to pinpoint as blackouts, and even more deadly. More of this is coming in America

of this is coming in America.

Doms and Water Reservoirs. Because of their size, such Doms and Water Reservoirs. Because of their substances such facilities are difficult to protect. A quart of substances such facilities are difficult to protect. A quart of substances such as LSD or "STP" can "turn on" a whole city. As previously noted this has been discussed in psychodelic circles. noted, this has been discussed in psychedelic

Thusfar no entire urban populations have been exposed to the "great white light" of a mass hallucination. Dams can be sabotaged, the areas below flooded. With cities dumped into darkness and doubt, fires become difficult to fight. Euphomisms like "vandals" are often applied to revolutionaries who engage in sabotage. But to those who know, this is a specialized and dangerous operation, for professionals mainly.

police force a feared and highly mobile mechanism, have police force a feared and highly mobile mechanism, have some certain weak spots—i.e. the central dispatcher. Police are unaccustomed to the military need for posting guards, assigning passwords, etc. A few audacious revolutionary commandos, with stolen uniforms and automatic weapons, or with powerful transmitters, could sieze control of the entire with powerful transmitters, could sieze control of the entire police power of many modern cities by capturing the central transmitter and dispatcher. Another vulnerability is the control of the control of the control transmitter and dispatcher. Another vulnerability is the pouce power or many another values in transmitter and dispatcher. Another valuerability is the cruisers themselves. A few dozen radio activated bombs in police cars could put the entire force out of commission for hours, while the remainder were paintstkingly checked. Sugar in gas tanks, soda in batteries, and sand in oil sumps, can stop all motion. Drills to prepare police, and harden up these soft spots, should be conducted all over the country, quickly. Realizing that police are, above all, symbols of authority, revolutionaries will often agree to end the violence provided "their own" handpicked police force is allowed to patrol. Where once there was one authority, two thus grow. Soon the first is strangled by the second. Police Stations. At the moment of revolution it is necessary to "box in" and isolate the police, and wherever possible to wipe out the stations with explosives, or occupy them. The sophisticated radio communications which make a modern

and addresses, embarassing stores of physical goods—munitions, burglar tools, bombs, even people. These last are most important. No revolution can be successfully run, or tals on the locations of those groups which oppose them actively, and Conflict Managers would do well to learn the lesson of experience. In the enemy's headquarters one approach the same of the same revolutionaries compile interminable lists of the names, descriptions and whereabouts of their enemies. And it is for that reason that they so conscientiously conceal lists of their friends, and guard their offices. opposed, without people. And the professionals—the leaders—
opposed, without people. Eliminate them from the game by
are the important people. Eliminate them from the game by
discrediting important people. Exiling or executing them, and the to find his plans and memoranda, invaluable lists of names discrediting, imprisoning, exiling or executing them, and the action simply ceases. It is for that reason that seasoned Anti-Revolutionary Headquarters. Communists keep

need to draw maps, most mobs beeline for these sites during riots. But because the revolutionary wants the widest and fastest possible dispersal of liquor and drugs among the crowd, the careful professional sends a squad to see that none of the looters hoards in case lots. "Share a drink now!," is the slogan. Liquor and Drug Stores. Liquor is the lubricant, and drugs are the driving fuel of much revolutionary fervor. There is no

Banks, Jewelry Stores, Armored Cars, Post Offices. Revolutions require money, and it is a safe bet that many of the

which has plagued banks and armored cars in the United States and Canada, the increasingly prevalent jewel thefts and rooftop post office entries, are indications that the militants inderground revolutionary newspapers, magazines and move-ments, which pretend to legitimacy are actually paid for with stolen money. The unsolved rash of daring daylight robberies have returned to the profession that Stalin popularized in Tiflis over a half century ago. Of course, some funds are raised conventionally and some come from Communist countries.

modern cities moving. Truck transportation helps the cities modern cities moving. Truck transportation helps the cities together. By capturing garages and service stations, the revolutionary can control cars; not only by setting up roadblocks information to the commanding road sites which service stations typinear the commanding road sites which service stations typinear the commanding road sites and cities die. Moreover, gasoline is the chief active ingrediand cities die. Moreover, gasoline is the chief active ingrediand cities die. Moreover, gasoline is the chief active ingrediand cities die. Moreover, gasoline is the chief active ingrediand cities die. Moreover, gasoline is the chief active ingrediand commandia the pumps owns local control of the most popular revolutionary munition—the "Moleover Cocktail" friebomb. He who dominates the pumps owns local control of the most popular revolutionary munition—the "Moleover Cocktail" friebomb. He who dominates the pumps owns local control of the most popular revolutionary munition—the "Moleover Cocktail" friebomb. He who dominates the pumps owns local control of the most popular revolutionary munition—the "Moleover Cocktail" friebomb. He who dominates the pumps owns local control of the most popular revolutionary munition—the "Moleover Cocktail" friebomb. He who dominates the pumps owns local control of the most popular revolutionary munition—the "Moleover Cocktail" friebomb. map of service stations and garages to commandeer. an arsenal. Consequently, revolutionaries will keep a careful and Service Stations. Auto transportation keeps tites moving. Truck transportation helps tie cities to capturing garages and service stations, the revo-

housands are unear and tensary.

thousands of miles of indefensible railroad track, but only a few feet need to be sabotaged. Out of the thousands of switches only one has to be changed. And airplanes, with their long glide patterns into landings are sitting ducks with high powered magnums and telescopic sights. Even more valuerable are the ubiquitous choppers, scuttling high and alowly, back and forth, checking traffic, ferrying passengers, and in some cases monitoring riots. They are made to be moved down. But the real sitting duck of air transport is the control tower. Twenty-five men with satchels of "plastique" could put our complex civilian air traffic systems out of whack for weeks simply by hitting the big airports in big cities simultaneously. To prevent this, security systems should plane and helicopter crashes become common during revo-butions. They can effectively tie up personnel and freight transportation, and cause extensive loss of life and property. Results are cheap and relatively safe to obtain. There are Trains and Airplanes. Strange derailments and mysterious and helicopter crashes become common during revo-

Gun and Hardware Shops. It is typically American to believe that revolutionary danger can be legislated out of existence. Automatic weapons for use in the U.S. will be existence. Automatic weapons for use in the U.S. will be existence. Automatic weapons for use in the U.S. will be smuggled in from Castro's Cubta, often by way of Canada and Mexico. A large number of weapons have been stolen during the pre-planned pillage of gun and hardware stores, during the pre-planned pillage of gun and hardware stores. Before the widespread roits that ripped America began, a gun law might have prevented bloodshed. But now, so many gun law might have prevented bloodshed. But now, so many weapons have disappeared into the underground, to be wrapped in plastic packages and plastered into walls, any legislation should take those facts into consideration. It would be wrong to deprive those who abide by law of self-defense, thereafter a second of the contraction of the thereby granting a monopoly of firepower to those who don't abide by law. For example, restrictions have been placed on hand weapons, which criminals want because they can be During armed insurrection the high-powered rifles with scopes for sniping, and 12 gauge repeater shotguns for close range work, are most useful. When chaos reigns, it is difficult to concealed. But rioters couldn't care less about concealment.

tell friend from enemy, and the revolutionaries dominating the communications media take care to compound the confu-sion. Often friends kill friends, while their mutual enemies pull the strings, during revolution.

Government Offices. Usually the decisive act of any revolution is the occupation of the seats of government, and capture of officials. If successful, this often breaks the back espeure of officials. If successful, this often breaks the back of the resistance, though not always. The target may be a opolice station, a lustice of the Peace or the Mayor's Office, or police station, a lustice of the Peace or the Mayor's Office, or a state or Nestonal Capitol. The revolution in the United States. The control of the United States and the recal makeup of the area at present, there is little flope of saving the Capitol from destruction, if our present populates for dealing with revolution are pursued. If a first the revolutionarts don't succeed, they will ry and ty again. The revolutionarts don't succeed, they will ry and ty again. The revolutionarts don't succeed, they will be made by targets in any revolutionary climax. Efforts will be made to kill some, capture others. The revolutionary will put pistols to the heads of the unbacky ones and their families, to force them to sign documents or make statements turning over power, to the revolution. With these, they will have some legal claim to the allegiance of the military and police, who are accustomed to obeying orders. They will split their ranks, pit some against others, and gradually occupy certain urban areas, extending their power outward and linking up cities, little by little.

This is not a pleasant picture. But the best way of minimizations of the morears the meanle and thus mevent vanice.

ing violence is to prepare the people and thus prevent panic or paralysis. It is absolutely essential that alternative revo-lutionary mechanisms be created to deny a monopoly of power to the tyrannists and defend the Revolutionary Repub-

THE SPARK DOCTRINE

On I which | billion I "Iskra" December 21, 1900 a fiame of revolution was kindled has thusfar produced not light but darkness, for a people. The fire started with a bit of thin paper called

"iskra" (The Spack). "Iskra" was an underground newspa"iskra" (The Spack). "Iskra" was an underground newspaper, printed in Leipzig, distributed in Russia, and edited by
Nicolai Lenin.

The purpose of "Iskra" was threefold. That purpose, and
the formula which made it pay off, can be codified as a
doctrine for all revolutionaries—both Communist and
doctrine for all revolutionaries—both Communist and
doctrine for explore the seek to incite revolt in a hostile
society. The objectives are:

1. To reach into the heart of the target nation with an
idea invasion (in this case Russia), and there to motivate and
methodically educate a hard core of professional revolutionaries. These are the sreel of revolution.

2. To incite and inspire the most powerful kind of blind
hard core group. These are the stone of revolution,
and core group. These are the stone of revolution.

3. To create at first passive sympathy, and finally active
rapport for the revolution with as many among the great
masses as possible, and to confuse, demoralize, inhibit, and
inmobilize all the rest. These are the theter of revolution.

The steel of revolution is recruited and tempered both by
the editorial content of the propaganda material, and by the
work which is done to distribute it. The editorial material
wonk which is done to distribute it. The editorial material
points up injustices in dramatic detail, and conveys instructions
on how to remedy the wrongs through revolution. The disribution activity knits the activities into a functioning, mutusite demonders reconsist.

ack the entire society the strategists

ina, pro Guevara radical actisame up to Dave Stone, the
stration leader. He seemed exand his mustache twitched neras he whispered to Dave and
d at Larry. He accosted every
leader in the demonstration. en he returned from East Lansing since about nine that morn-nd by two in the afternoon he ired. Suddenly Pete Freouff a hrey and Wallace speak, on mber 11, 1968, Larry had been arry rated celebrity of sorts. But oneymoon didn't last long. His st the American Legion, which es began at a demonstration oneymoon didn't last long. primarily sincere kids who op-the war, and weren't let in on idn't take long, since the ranks THE ACCUSATION

y watched Dave. He fiddled ers. Then he gave his sign to few kids straggling, and shoute looked at the demonstration, tood still for a few seconds. s sign, smoothed his long blond ody next to him and sauntered Larry.

et this guy straight about me, i? I've had it?" st want to know." Dave mum Pete says you are, and he / turned to a friend. "Look

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. Show up at the Alliance of ng his head to indicate the sure. nong the leaders, not here." of kids Larry said, "Let's settle

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at least, and many still don't

They are

you a cop?" demanded Dave

s meeting tomorrow night. e," said Larry. He squared his where.



essential to revolutionary success. Both Communists and Conflict Managers require it. Without reactionary opposition, no revolution can succeed. By the same token, dynamic revo-The stone of revolution begins to develop against the revolutionaries when they put their incendiary program into practice. The riots, strikes, slogans and other revolutionary methods provoke active bostility from the status quo. What lutionary action always calls forth reactionary opposition. bears emphasis is that the hostile reaction of the minority is

erupt, Bombs explode, People are killed. Slogans are seen. A few choose sides early, but in every revolution the great mass of the people stand by, as helpless onlookers. Stunned and frightened, the masses are swept to and fro by the unending clash of violence which they cannot comprehend. Only at the final hour do the masses leap into flaming action, or drop like The tinder of revolution piles up as reports and personal experience in revolutionary conflict reach the masses. Riots

The Spark Doctrine can be influenced in many ways. If officials move swiftly and crush the idea invasion with censorship and suppression, the steel can be destroyed. It is far too late for that in America, and any such attempts will either accelerate revolution or install reaction.

If the government falls into the hands of the stonelike reactionaries, the revolution can be postponed, sometimes for generations. But the results are usually an interim dictator-

and persist to light the way for peace and progress for all.

Achieving that effect is what this handbook is all about. revolutionary flames will consume the steel and stone early,

MOB MANAGEMENT

The movement of human beings in a crowd to achieve political effects is an art, which approaches a science. Modern mob management techniques are so well perfected that riots can be incited at nearly any place, at almost any time, and the main Mob Managers can be thousands of miles

elemental. A few of the most important principles follow:

1. The Mother of the Mob is the Mouth, and only words

can overwhelm a mob.

3. Muscles and machines can temporarily suppress,

disperse, if a leader is not supplied for it.
7. A mob is not a collection of individuals (a crowd), it is a new collective individual, in which each person is a cell.

9. A mob responds to repeated orders better than reason-

a blanket upon the revolution to smother it.

ship, and an ultimate Communist takeover.

If the great masses of private citizens become conscious of the revolutionary situation, and enlist private professionals to defend and extend freedom, the Spark Doctrine can be converted into a formula for worldwide liberty. Then the

There are certain things about Mob Management that are

2. The Father of the Mob is the Mind, and only the wits but

never completely kill, a mob.

4. The mob is the instant army of revolutionary war.

5. The not is an urban battle of revolutionary war, not an
isolated event, and is meaningful in a series.

6. A mob needs a leader, and will usually create one, or

8. A mob will attempt things none of its members will

10. A mob feels anonymous, faceless and secure, and thus

not responsible for its acts. 11. A mob feels powerful, and thus able to achieve any-

crowd and manages the mob 12. A mob's emotions can be manipulated much more swiftly from fear, to love, to hate, than can an individual's 14. The mob's allegiance is fickle, and it will tear a fallen 13. He who commands communications dominates the

promoters can exploit.

18. Mobs are hypnotized by the methods their leaders use to mobilize and move them, and suggestions implanted beaccording to the will of the leaders who control them.
20. Mobs are here to stay. fore, and during, and after the outbreak will often be acted soldiers and the mob, since this draws a line which fight a mean mob.

17. It is best to avoid a confrontation between police or snow helps to disperse mobs 15. The mob is at the mercy of the weather, and rain or 16. It is easier to antagonize a pleasant crowd than placate 19. Mobs, like other armies, can be used for good or evil,

Reds Make a Riot" (READER'S DIGEST, January 1965): Eugene H. Methvin, author and riot control expert, lists the essential steps to create mob violence in his article, "How the

URBAN GUERRILLA WARFARE

This is the highest perfection of the riot. Urban Guerrilla warfare is a hybrid form of revolt, combining features of both urban and agrarian actions. It is of special interest because it is the variety chosen by Castro-Communists to tary and diplomatic methods to support the revolutionary overthrow the U.S. government. It makes use of both mili-

every level of military engagement. It is real war, waged within the nation by its own citizens. For example: There are counterparts in this revolutionary strategy

On rooftops, in attics and in high windows sniper and bomber squads using scope rifles, machine guns, molotov cocktails and perhaps bazookas, act as the revolutionary "air force" to "bomb" and "strate" those below. They also perforce to bomb and "strate" those below. have not yet been used in the U.S.; but one would assume available. Indeed, bazookas, mortars and small artillery pieces form reconaissance missions and direct artillery fire when

infantry and engineers, firefighing with the authorities, foraging for foot and provisions, and setting up street barricades and tank traps, Mobilized forces will use ordinary passenger cars and trucks, sometimes with fiberglas armor between door panels and around gas tanks. Grenades, machine guns, bazookas and molotov cocktails may be mounted. This "cavalry" may be used for fast penetration of the enemy's defenses, attacks on his command posts and headquarters, and spreading the conflict quickly, far from its point of origin. they will be soon. At street level, mobs on foot perform all the tasks of

In sewers, basements and gubways a highly efficient "submarine" force can be expected to operate. Using cellar windows and subway kiosks as periscopes, the revolutionaries can pop out of manholes in the midst of police. The underground will sabotage gas, electric and transportation systems, gather intelligence, and set traps for cars, tanks, trucks, and

In coastal areas a "naval force" of private vessels will be organized to transport messages and people, smuggle arms, and with specially fitted boats, to broadcast radio programming into the target nation

havoc in such an enterprise Obviously, a small force of men and women can create

My personal opinion is that no conventional force of military and police can contain urban generila conflict. Thus far a group of gerry-built expedients has been employed by the authorities, together with soching syrup denials of reality, which are fooling less and less people. When campuses are captured, whites will be attacked too, and the last bubble

demoralize the revolutionary troops. Radically new revolutionary methods, based on the Universal Formula, must be developed to isolate, penetrate, and

al guard and army units; not to mention the other governnental bodies, and communications firms and business corpo-The basis for a beginning is contained in this book. Conce Management Consultants will be needed by police, nation-

THE PRIORITIES FOR PREVENTION

for riots, solely. The major question is where to begin to cure riots. Some compassionate people blame environmental factors

grievences to mobilize mobs. Both environmental factors and Communist agitators cause social dislocations. One without the other usually won't do. Problems begin when people take Like most materialist interpretations of history, these assumptions have some truth. Communists do zero-in on real The misunderstanding gets worse when sincere amateurs line "cither-or" attitude-cither environmental or agitational

up on either side of the question.

By a problem in the environmental problems must be mental problems are real, otherwise the wouldn't be exploiting them. corrected for the sake of humanity. Obviously the environ-mental problems are real, otherwise the Communists

But it is a fatal mistake to try to cure riots by changing the

environment, before removing the agitators.

It is like trying to stop fires by making every home fireproof, while allowing aronists to run free.

new opportunities to the arsonist. And to make matters worse, if he runs out of houses to burn, he may commence torching cars, or start shooting people, or begin blowing up bridges ... the opportunities for destruction are endless, and the supply of grievences guaranteed by human nature. The process of construction and social renovation presents

To neglect poverty, unemployment, dictatorship, bigotry, or other social injustices, is inhumane and evil. By spreading despair, neglect signals catastrophe. To refuse to acknowledge and eliminate agitation is to invite disaster, by giving camouflage, cover and concealment to the Communists.

Both sides should be given equal weight. But if a choice both sides should be given equal weight. But if a choice must be made, the agitators must be attacked first. Otherwise, injustice can never be cured, we build things only to have them broken, and continually fall further and further behind. It takes teams of skilled workers months and millions to build a hospital or school. But it takes only a moment, a match, and a molotov cocktail in the hands of a single

You must destroy the destroyers before you can build with confidence.

THE MAGNIFICENT MISTAKE

Cynic though he may have been, Lenin had faith in Marx. Without any "outmoded" Judeo-Christian scruples to hinder him, he seemed to sense immediately that the quickest and surest way to separate man from both property and Godwas to set up an incredibly overblown monopoly of power.
Create revolution. Confiscate all property. Then place an elite
at the top of the pile of stolen possessions to control people

until they lost their "superstition" and "greed".

According to the Marxist dialectic there was no danger in

thus delegating to a tiny minority all that had once been apread about among many. Because once private property was abolished, the desire for power would disappear. Later, the elite monopoly would simply "wither away".

So Lenin conceived the Communist Party, when it seized power in Russia, a few dozen men suddenly possessed all the power in the State. Far more power than the Czars dreamed of. They were suddenly the most powerful men on earth. And, of course, they and their descendents have never given that power up. Because Lenin failed to take into account the true flaw in human nature. The tendency toward

THE TENDENCY TOWARD TYRANNY

The tendency toward tyranny is inherent in human nature. In most men it lies latent. But in a minority during every era the dread desire to dominate develops unrestrained. The Tyrannists often go berserk and smash every human right and

deency, until they are stopped.

The tendency toward tyranny is in all of us. We exhibit it mildly when we interrupt, or shout at another. We feel it when someone in power denies us a hearing or unjustly when someone in power denies us a hearing or unjustly

compels us to say or do—or not to say or do—something. Theologians might call the tendency toward tyranny a manifestation of "concupiscence" i.e., the tendency toward evil which man inherited when he lost the preternatural

and generates philosophies to defend, extend and justify its The tendency toward tyranny is greater than men or their tganizations, for it directs and controls them. It compels

path to power, the conventional road that power seekers take in a capitalist society. By changing the society you merely change the path, not the search, nor the seeker's nature. Marx did not understand that private property is but a

THE LONGING FOR LIBERTY

For what do we fight?

One answer is "we fight to destroy tyranny, so that the framework for freedom may be preserved where it exists, and established where it does not."

Another, better way to say it might be: "We fight in favor of the longing for liberty."
Side by side with the tendency toward tyranny is another equally powerful and diametrically opposite drive—the longing for liberty. It is in us all.

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society. They are doing some

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hrey and Wallace speak, on mber 11, 1968, Larry had been en he returned from East Lans-irry rated celebrity of sorts. But oneymoon didn't last long. His ing since about nine that morn-nd by two in the afternoon he st the American Legion, which es began at a demonstration hings. rimarily sincere kids who opdn't take long, since the ranks d at Larry. He accosted every and his mustache twitched nerstration leader. He seemed exame up to Dave Stone, the nina, pro Guevara radical actiired. Suddenly Pete Freouff a leader in the demonstration. as he whispered to Dave and the war, and weren't let in on

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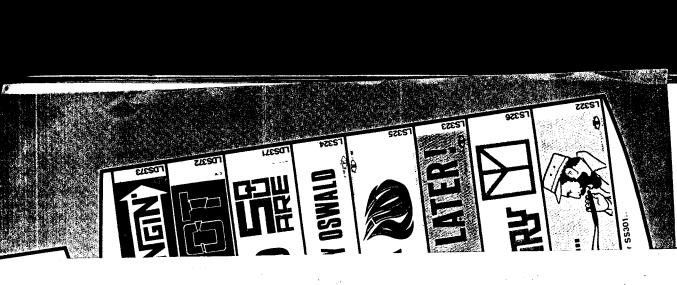
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The thread of violence runs through history like a bloody bullwhip. Names like Nero, Attila, Hitler and Stalin remind us of the wounds power-greed has branded upon mankind's

ment against the establishment of Conflict Management as a profession. "If," they reason, "society survived before, why must we pay private professionals to protect us now? Let government bomb the baboous if they get too far out of hand. How do we know we can trust anyone we don't elect? Why should we take a chance on something new?"

The answer is simply that three new factors have come together in time. Their concatenation has produced a crucial new necessity, to fulfil an age-old need. Here are the new Yet to some, this fact provides the most powerful argu-

factors:

millions more who are subject to Communist coercion or persuasion. By discrediting God, one destroys the basic moral values which form one's conscience—the primary internal, of power-greed in the name of revolutionary expediency. Anything that forwards the revolution is "good", anything that hampers it "bad". Thus, because of Marxism, man's erful pressure. In place of the former values, Marxism-Leninism has proposed a "power-permissive" conscience which rationalizes, and justifies the most enormous excesses intellectual check on the tendency toward tyranny. Not content with turning on the tap, Communism has provided powished the psychological checks and balances of the Judaco-christian Ethic, both among its millions of followers and millions more who are subject to Communist coercion or most ferocious animal lusts have been unleashed, on a scale more massive than at any previous time in history. Communism's basic premise that "God is Dead" has demo-

Factor II—The New Nature of War

The nature of war has changed. War is still a method of achieving political aims through conflict. But the objectives of war have changed through the influence of Marxist ideology, and the means of waging war have changed through Leninist methodology. methodology. Wars are now waged for minds by revolution.

Communism has succeeded because Communists were the

first to exploit, for political purposes, scientific breakthroughs in two fields—psychology and mass communications. It is natural that those in a continual quest for personal power gy) that words are weapons: and that (through mass communications) they can be delivered anywhere, instantly, to gain any desired political effect. would understand these new means first, and ruthlessly them. The Communists have discovered (through psych (through psycholo-

Factor III—Atomic Weapons

Now with rockets to deliver thermonuclear weapons, and radio-TV waves for communication, the reach of tyranny not only girdles the globe in minutes, but lungs into space itself. The Tyrannists of today make dictators of the past seem like children, with only firecrackers and water pistols available for micritoric.

What has made the matter truly urgent is that the tendency toward tyranny can obliterate the human race in the nuclear age. Even a minor league tyrant could conceivably capture and unleash enough atomic power in a few hours to obliterate a large percentage of the population of the earth.

Philosophically Communism is on the decline, but it has enough momentum to complete the conquest of the globe and then tear itself to bits in a nuclear encort.

So what assurance is there that the Communists will have the good grace to be beaten, without blowing up the world in a last paroxysm of desperate defiance?

In combatting Communism, Conflict Management will perfect the skills needed to combat other kind of Tyrannists who will inevitably follow Communism.

REVOLUTIONARY RISKS

First, Communists believe their own myth of invincibility. They are prone to temporize, and take one step backward to await our "inevitable collapses", each time one of their colonates liberates itself. It is a question of providing easy and honorable avenues to the rear, and making each advance ambiguous, and not quite decisive enough for the opposition to risk all or nothing to stop liberation.

Factor I. The Marxist Leninist Ideology

Second, Cohflict Management technique envisions the use of private professionals and Patrons who are nationals of the countries involved, Cuban will iberate Cuba, just as Rusians will liberate Russia. It is as impractical for Communistre progresses the danger of general war will decrease to deal with such a citizen offensive on the thermonuclear level as it would be to fumigate your own house by detan-ating dynamite in the den. On the contrary, as the offensive

Third, there is a moral imperative, which transcends any self-serving desire to minfinize our own risk America and freedom will die by degrees if we stand by while more Hungarys and Cubas and Vietnams occur. Even if we could somehow surpress the insurrection which is occurring today in America, it would erupt again tomorrow as some new inequity was exposed. We cannot maintain the illusions and luxuries of peace while war is raging everywhere.

IN SUMMARY

Conflict Managers intend to assist at the birth of a variety of Revolutionary Republics. We believe that there is no single perfect system or form of government. The best governments are commonly changing as the people and problems

determined only by its people. Each form will differ to the extent that the citizens' cultural, social, geographic, political and economic heritage differs. And the form will change as the people change. In the beginning, it is essential to establish The proper form of government for each nation can be rudimentary representative framework, for perfection

However, Revolutionary Republics must be consistent with the unchanging identities in human nature. They must offer the all citizens a chance to choose new representatives at regular through experiment.

he believes has no claim to a life or luxury, enjoying the freedom for which others have fought and died.

We believe that any form of tyranny is the ultimate evil, intervals, determined in advance, by law.

We believe that a person who is not willing to die for what

and will fight it implacably.

mischief.

BADGE OF COURAGE WEAR THE BLUE



From bold headlines

You've read about it. Now get into the action on campuses throughout America. Wear the SQUARE symbol of the Free Campus Movement in white on a solid BLUE ARMBAND. Fits any arm. Only one dollar. (Could it save your life someday?)

Also SQUARE symbols of the free campus movement on Blue Buttons, only \$1.00 for five. This is the authentic button worn in the wars at Valley State and elsewhere.

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violence, but rather progress. aciety. They are doing some-at least, and many still don't uses, convert them into sancack the entire society. e, and use them as base areas s immune from outside inter-

arry rated celebrity of sorts. But oneymoon didn't last long. His es began at a demonstration it the American Legion, which ina, pro Guevara radical acti-arme up to Dave Stone, the nd by two in the afternoon he ing since about nine that mornhrey and Wallace speak, on naving presidential candidates d at Larry. He accosted every istration leader. He seemed exred. Suddenly Pete Freouff a nber 11, 1968. Larry had been dn't take long, since the ranks rimarily sincere kids who opleader in the demonstration. as he whispered to Dave and and his mustache twitched nerthe war, and weren't let in on

s sign, smoothed his long blond tood still for a few seconds. Larry. ers. Then he gave his sign to 'ew kids straggling, and shoute looked at the demonstration, ody next to him and sauntered watched Dave. He fiddled

et this guy straight about me, 17 I've had it?" you a cop?" demanded Dave.
,' turned to a friend. "Look, st want to know." Dave mum-

Pete says you are, and he

rugged and looked relieved. ong the leaders, not here." ng his head to indicate the Show up at the Alliance of

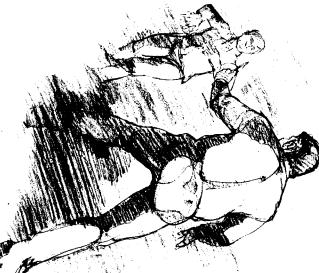
s meeting tomorrow night.

in, his contact with the New police, who checked in Capth. All agreed that he should he meeting. rs and split. Ed Butler was in geles, so Larry advised Dick at INCA, and Sgt. Bennie *," said Larry. He squared his

HUED

the strategists above have ideas. Primarily to seize the THE ACCUSATION

en he returned from East Lans-



he would say, "I thought about you when I said we have to toil, in my speech up there." The kids would and the Scot knew how to get along in a marvelously diplomatic way. For zation. Hamish knew much more about personalities than Larry did, his name connected with the organiexample to the lean and hungry cats up there."

an incident which would bring in the discussed. The logistics of creating tions against the establishment were movement which would unify all facing about 10:30 in the truck. Then he final was decided. Larry left the meetpolice were also weighed, but nothing briefcase he slept on felt pretty good over his notes, and even the

MAKING CAPITAL OUT OF CONFLICT Meanwhile back at the campus, the

curriculum continued. Several impor-

Tactics like creating a diversionary their minds. SDS is now most interaimed at making solid citizens blow therapy . . . dealt with subjects like Guerilla the various workshop sessions. They tant pamphlets were passed out excess of 200. newspapers, which now number in any of the so called "underground" compiled hurriedly, and didn't include over 80 organizations. tunities, film makers and paid orgaphlet manufacturers, radio opportunities, among newspapers, pamwhich numbered employment oppora list of "Vocations for Radicals", Radical Education Project compiled selves in the process. To assist, the lution full time, and support themolutionaries, who can work at revoested in developing professional rev-Theater, which amounts to shock anti !t ran to five pages including little immorality plays The list was

What has happened is that the New

day, the moment for elections and

munist." power, and many students fled for their lives. anti-Soviet, and revolutionary. First he passed out red armbands inner organizational

in attacking some of the real evils of came obvious that many of the rank and file people in SDS were sincere first he had expected to go in and expose hypocrisy and greed. But it befound effect on Larry's thinking. At The SDS Convention had a pro-

in order to finance the movement. Many students who oppose SDS and preneurship within the market system daddy to finance their struggle. An lack of funds, and expect some sugar defend capitalism complain about tage of the opportunities for entrecapitalist system, have taken advan-Leftists, who virulently oppose the

COMMUNIST WITH A SMALL "C" The factionalism climaxed on Fri-

pressure politics, courtesy of Tammany Hall. Hamish watched. Then he them as Regional Coordinators. Proture while creating slots for profestightening up the organizational strucpower triggered angry verbal clashes. gressive Labor's naked grabs for resolutions. Plans were presented for moved for unity. There was much vote trading and sional revolutionaries by appointing

nance generated by Sinclair. One stal-wart ventured to suggest that the office should be abolished, but he as a symbol of solidarity. He simply tall, slim figure commanded silence for the first time. He nominated tested by five candidates with much old Soviet lining people are considered revisionists, just as they were in Cuba before the revolution. Later the what she said is important to grasp.

The word "communist" is with a lower case "c", meaning non party, was booed ferociously. When a reporter asked Bernardine Dohrn if she was a "socialist" she replied "1 coneven nominated, such was the domi-Bernardine Dohrn, Nobody else was Hamish stepped to the front, and his bitterness. Then came the key office watched while two officers were conline changed, the Old Party captured banging shoes, and the strains of shouts and cheers, stomping, singing, sider myself a revolutionary com-"Solidarity Forever." The meaning of The room was drowned in The

want violence, but rather progress.
Yet the strategists above have other ideas. Primarily to seize the our society. They are doing something, at least, and many still don't

to attack the entire society tuaries immune from outside intercampuses, convert them into sancference, and use them as base areas

When he returned from East Lans-THE ACCUSATION

vously as he whispered to Dave and glanced at Larry. He accosted every other leader in the demonstration. was having presidential candidates Humphrey and Wallace speak, on September 11, 1968. Larry had been troubles began at a demonstration the honeymoon didn't last long. His cited, and his mustache twitched nervist, came up to Dave Stone, the pro China, pro Guevara radical actiing, and by two in the afternoon he marching since about nine that mornagainst the American Legion, which ing Larry rated celebrity of sorts. But posed the war, and weren't let in on were primarily sincere kids who op-This didn't take long, since the ranks demonstration leader. He seemed extired. Suddenly Pete Freouff a

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Larry turned to a friend. "Look "Are you a cop?" demanded Dave.

Billy, set this guy straight about me, will you? I've had it?"
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crowd of kids Larry said, "Let's settle this among the leaders, not here." Dave shrugged and looked relieved. seems sure. Jerking his head to indicate the

Radicals meeting tomorrow You know where." "O.K. Show up at the Alliance of "Sure," said Larry. He squared his

Orleans police, who checked in Captain Roth. All agreed that he should attend the meeting.

CONTINUED ON PAGE 36 Windstein, his contact with the New Warren at INCA, Los Angeles, so Larry advised Dick Warren at INCA, and Sgt. Bennie shoulders and split. Ed Butler was in